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ABSTRACT

This volume contains the appendixes to Volume I of the report on recruitment, job search, and the United States Employment Service in 20 middle-sized American cities. Appendix A contains 165 pages of tables. Appendix B (63 pages) contains details of sample design, data analysis, and estimate precision under the categories of: Overview of the study design, sources for the city characteristics, selection of the cities, employer sample, the employee/job-seeker sample, summary of the sample design, the data collection instruments, conduct of the interviews, results from the interview--interview response, reliability of sample projections, and binary regression. (TA)

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RECRUITMENT, JOB SEARCH, AND THE UNITED STATES EMPLOYMENT SERVICE

VOLUME II: TABLES AND METHODS

December 31, 1975

Submitted to

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APPENDIX A: TABLES

	% Black	Correspondence buying	Core city of SMA	Work force <1 year High School	Unemployment
Glendale, Ca.	1.7	.079	No	15.7	6.6
Yonkers, N.Y.	7.1	.120	No	24.9	6.1
Cambridge, Ma.	8.9	.058	No	21.4	7.4
Portsmouth, Va.	40.5	.047	No	33.4	7.8
St. Petersburg, Fl.	15.0	.124	No	27.5	2.2
Baton Rouge, La.	28.2	.097	Yes	23.8	5.4
Charlotte, N.C.	30.6	.149	Yes	22.8	1.7
Trenton, N.J.	32.5	.048	Yes	40.3	7.0
Chattanooga, Tn.	36.0	.080	Yes	35.7	3.2
Columbus, Ga.	26.7	.070	Yes	32.7	5.0
South Bend, In.	14.7	.067	Yes	25.6	4.9
Springfield	2.3	.063	Yes	23.8	3.2
Ft. Lauderdale	14.8	.128	Yes	16.6	2.9
Spokane	3.0	.091	Yes	19.5	7.4
Greensboro, N.C.	28.7	.090	Yes	23.7	2.3
Hammond, In.	9.6	.055	No	27.2	4.9
Topeka, Ks.	9.6	.072	Yes	19.9	3.7
Youngstown, Oh.	25.8	.065	Yes	32.7	5.0
Lexington, Ky.	17.4	.064	Yes	25.1	2.2
Riverside, Ca.	6.9	.078	Yes	15.7	7.3
Median	14.9%	.071	(70% Core Cities)	23.8%	4.9%

TABLE 1-1:

CHARACTERISTICS OF SAMPLED CITIES

City Clusters and Characteristic Values

Code	City Name	% Black 26 (1.0)	Consumer Buying Power 30 (1.0)	Core City 31 (2.0)	Work Force < 1 Year High School 32 (1.0)	Unemployment Rate 33 (1.0)	Manufacturing Employment 34 (1.0)
45	Dearborn, MI	0.4	0.074	0.0	23.7	8.8	570.5
9	Pasadena, CA	20.2	0.078	0.0	17.4	6.5	832.6
8	Glendale, CA	1.7	0.079	0.0	15.7	6.5	832.6
14	Torrance, CA	4.0	0.091	0.0	10.3	6.6	832.6
62	Yonkers, NY	7.1	0.120	0.0	24.9	6.1	726.9
5	Berkeley, CA	32.3	0.065	0.0	12.7	7.6	192.9
11	San Bernadino, CA	16.3	0.063	0.0	25.2	7.5	55.4
6	Fremont, CA	3.2	0.054	0.0	15.4	7.6	192.9
41	Cambridge, MA	8.9	0.058	0.0	21.4	7.4	255.7
55	Camden, NJ	40.2	0.043	0.0	44.6	6.1	67.3
56	Elizabeth, NJ	16.4	0.058	0.0	35.8	5.6	255.1
36	Kansas City, KS	21.1	0.086	0.0	31.3	3.5	114.9
66	Winston-Salem, NC	34.5	0.076	0.0	30.7	2.3	115.7
82	Hampton, VA	25.0	0.056	0.0	22.6	2.4	31.5
84	Portsmouth, VA	40.5	0.047	0.0	33.4	2.8	20.1
23	St. Petersburg, FL	15.0	0.124	0.0	27.5	2.2	58.4
32	Hammond, IN	4.6	0.055	0.0	27.2	4.9	105.6
22	Hollywood, FL	4.3	0.067	0.0	26.3	3.0	27.3
51	Independence, MO	1.0	0.056	0.0	21.7	2.4	0.0
81	Alexandria, VA	15.1	0.074	0.0	16.0	4.3	47.2
86	Virginia Beach, VA	10.0	0.090	0.0	16.9	2.8	20.1
46	Flint, MI	28.6	0.114	1.0	25.3	15.0	56.6
68	Dayton, OH	30.9	0.122	1.0	31.8	5.2	113.9
31	Gary, IN	53.3	0.082	1.0	23.3	4.9	105.6
17	Hartford, CT	29.2	0.083	1.0	38.3	5.1	89.0
74	Chattanooga, TN	36.0	0.080	1.0	35.7	3.2	61.0
39	Baton Rouge, LA	28.2	0.097	1.0	23.8	5.4	21.0
40	Shreveport, LA	34.4	0.096	1.0	25.5	5.5	25.4
2	Mobile, AL	35.7	0.090	1.0	28.7	3.9	26.6
50	Jackson, MS	39.8	0.091	1.0	22.2	2.7	17.0
64	Greensboro, NC	28.7	0.090	1.0	23.7	2.3	115.7
4	Little Rock, AR	25.2	0.082	1.0	19.3	2.4	32.0
65	Raleigh, NC	23.4	0.069	1.0	21.6	2.3	17.3
25	Macon, GA	37.4	0.066	1.0	34.7	4.3	14.5
26	Savannah, GA	45.4	0.058	1.0	33.3	3.6	16.2
3	Montgomery, AL	33.6	0.075	1.0	23.7	[illegible]	14.8
73	Columbia, SC	30.7	0.072	1.0	27.4	3.3	25.2
77	Beaumont, TX	30.9	0.058	1.0	26.6	4.0	41.0
83	Newport News, VA	29.2	0.062	1.0	26.1	2.4	31.5
63	Charlotte, NC	30.6	0.149	1.0	22.8	1.7	45.2
85	Richmond, VA	42.4	0.144	1.0	32.2	1.8	53.2
16	Bridgeport, CT	17.3	0.069	1.0	39.7	7.3	62.9
57	Paterson, NJ	28.3	0.063	1.0	46.5	8.3	71.1
58	Trenton, NJ	38.5	0.048	1.0	40.3	7.0	38.3
13	Stockton, CA	20.5	0.062	1.0	29.6	8.5	18.1
24	Columbus, GA	26.7	0.075	1.0	30.5	4.8	21.0
18	New Haven, CT	27.4	0.070	1.0	32.5	6.1	41.9
69	Youngstown, OH	25.8	0.065	1.0	32.7	5.0	91.8
42	New Bedford, MA	4.3	0.044	1.0	53.1	7.2	25.8
29	Evansville, IN	7.5	0.070	1.0	30.2	4.2	40.2
60	Albany, NY	14.9	0.062	1.0	27.7	4.8	66.6
67	Canton, OH	12.8	0.060	1.0	31.6	3.8	60.3
70	Allentown, PA	2.1	0.062	1.0	31.7	3.1	114.2
20	Waterbury, CT	10.5	0.055	1.0	27.4	5.3	37.9
72	Scranton, PA	1.0	0.053	1.0	31.8	5.3	30.2

TABLE 1-2:

CHARACTERISTICS OF MODERATE-SIZED CITIES

Code	City Name	% Black 26 (1.0)	Consumer Buying Power 30 (1.0)	Core City 31 (2.0)	Work Force < 1 Year High School 32 (1.0)	Unemployment Rate 33 (1.0)	Manufacturing Employment 34 (1.0)
12	Santa Ana, CA	7.0	0.098	1.0	23.7	5.6	14[illegible].1
44	Worcester, MA	2.3	0.089	1.0	29.2	5.8	44.9
27	Peoria, IL	12.0	0.084	1.0	26.4	3.2	49.2
28	Rockford, IL	8.6	0.094	1.0	26.4	3.3	54.9
30	Ft. Wayne, IN	11.1	0.100	1.0	24.6	3.5	62.5
75	Knoxville, TN	13.0	0.097	1.0	30.0	3.0	50.7
61	Syracuse, NY	12.0	0.096	1.0	27.5	4.8	61.2
78	Corpus Christi, TX	6.3	0.095	1.0	29.5	4.7	11.5
34	Cedar Rapids, IA	2.0	0.065	1.0	16.7	2.4	25.3
1	Huntsville, AL	12.5	0.079	1.0	17.2	4.0	23.7
15	Colorado Springs, CO	6.4	0.081	1.0	14.3	3.6	0.0
53	Lincoln, NB	2.3	0.091	1.0	14.2	2.9	13.8
19	Stamford, CT	13.0	0.071	1.0	22.1	4.8	29.2
33	South Bend, IN	14.7	0.067	1.0	25.6	4.9	32.9
38	Lexington, KY	17.4	0.064	1.0	25.1	2.2	18.6
52	Springfield, MO	2.3	0.063	1.0	23.8	3.2	19.7
71	Erie, PA	6.8	0.063	1.0	23.3	4.6	47.1
37	Topeka, KS	9.6	0.072	1.0	19.9	3.7	10.8
76	Amarillo, TX	6.0	0.070	1.0	19.2	3.0	6.0
79	Lubbock, TX	8.0	0.073	1.0	23.9	2.5	11.3
49	Duluth, MN	1.7	0.050	1.0	22.9	9.0	19.7
10	Riverside, CA	6.9	0.078	1.0	15.7	7.5	55.4
54	Las Vegas, NV	12.6	0.094	1.0	14.6	7.2	4.9
87	Spokane, WA	3.0	0.091	1.0	19.5	7.4	14.0
7	Fresno, CA	13.3	0.098	1.0	23.6	7.5	19.8
47	Grand Rapids, MI	12.0	0.103	1.0	25.0	8.2	77.3
43	Springfield, MA	13.0	0.091	1.0	25.6	6.9	62.7
48	Lansing, MI	10.1	0.084	1.0	21.3	7.2	19.7
88	Tacoma, WA	9.2	0.082	1.0	22.9	8.7	19.5
21	Fort Lauderdale, FL	14.8	0.128	1.0	21.0	3.0	27.3
35	Des Moines, IA	6.2	0.120	1.0	16.6	2.9	26.8
59	Albuquerque, NM	4.3	0.138	1.0	15.7	5.9	15.1
80	Salt Lake City, UT	3.2	0.103	1.0	17.4	5.1	43.5
89	Madison, WI	2.8	0.101	1.0	14.7	4.0	16.8

TABLE 1-2 (CONTINUED):

CHARACTERISTICS OF MODERATE-SIZED CITIES

	PROFIT	YEARS IN AREA				NUMBER OF EMPLOYEES				
		under 1	1-3	4-10	over 10	10-less	11-25	21-30	31-100	101&over
Major	95.5	3.6	6.2	18.3	71.8	2.3	14.7	30.9	21.5	30.6
Minor	98.0	2.1	19.8	31.9	46.2	69.8	23.2	6.2	.4	0

	RECENT CHANGE IN NUMBER OF EMPLOYEES	(DUE TO LAYOFFS)	AUTONOMY OF ESTABLISHMENTS		
			Single establishments	Home office firm	All other
Major	23.0	(86.9)	55.1	15.3	29.6
Minor	13.0	(94.4)	81.6	4.3	14.1

	PUBLIC TRANSPORTATION CONVENIENT		CAR OWNERSHIP CONSIDERATION IN HIRING	PERSON RESPONSIBLE FOR HIRING		
	Convenient within city	To all parts of metro area		Owner or manager	Personnel	Other
Major	68.3	35.7	35.7	45.8	12.3	41.7
Minor	81.0	41.0	20.3	92.0	0	8.0

	HAS PERSONNEL DEPARTMENT	HIRING BARRIERS, E.G., UNIONS	FORMULATED POLICY FOR SPECIAL GROUPS	TOTAL	N
Major	26.8	19.5	19.6	14.8	87
Minor	2.5	7.7	4.7	85.2	255

TABLE 1-3: CHARACTERISTICS OF EMPLOYERS

	15-20	21-30	31-40	41-50	51 OR OVER	ACCESS TO CAR	VETERAN	MARRIED
Male	21.3	40.8	20.0	4.7	13.1	88.3	32.8	47.2
Female	29.5	38.7	14.4	9.0	8.3	83.5	.2	44.8

	NEVER MARRIED	WORKING SPOUSE	MEMBER LABOR UNION	EDUCATION			SALARY			
				0-8	9-11	12&OVER	MEDIAN	MEAN	HOURLY	SALARIED
Male	38.0	50.7	15.3	7.5	23.4	69.1	$3.46	$4.01	78.1	16.4
Female	38.1	84.5	2.4	3.2	7.8	79.0	$2.55	$2.83	62.5	29.4

	YEARS IN SAMPLE CITY						TOTAL	N
	LESS THAN 1	1-2	2-3	4-6	7-10	OVER 10		
Male	3.0	4.8	2.5	17.2	5.7	66.7	60.5	586
Female	3.2	17.7	4.3	12.8	9.8	52.1	39.5	

TABLE 1-4: CHARACTERISTICS OF JOB FINDERS

	Major Market	Minor Market	Size of Establishment							Overall
			< 11	11-25	26-50	51-100	101-250	251-500	501	
Employers	46.3% (73.1%)*	21.8% (52.9%)	16.5%	34.1%	37.3%	38.9%	48.8%	64.3%	74.2%	25.1% (55.4%)
Orders	32.6%	20.4%	16.1%	27.9%	30.2%	27.6%	26.8%	41.9%	60.5%	22.4%

* (%) indicates percent of employers which have ever used ES.

Employer N = 342
Order N = 552

TABLE 1-5: USE OF EMPLOYMENT SERVICE BY EMPLOYER SIZE

	CURRENT USERS	PREVIOUS USERS	NON USERS	TOTAL	N
Major market	26.0	12.5	8.5	14.1	86
Minor market	74.0	87.5	90.5	85.9	254
10 or fewer employees	39.1	52.6	75.9	59.6	173
11 to 25 employees	29.7	27.2	14.0	22.0	73
26 to 50 employees	15.3	13.5	5.3	10.3	40
51 to 100 employees	5.2	3.5	2.2	3.4	30
101 to 250 employees	5.7	2.7	1.5	2.9	15
250 and over	4.9	5.4	1.0	1.0	10
Single extablishment firm	67.0	74.8	85.9	77.8	253
Responsibility for hiring other than with owner	45.8	43.4	21.4	34.1	208
Personnel Department	15.0	5.1	2.7	6.6	31
Policy for specific groups	15.2	3.1	4.5	6.8	32
	107*	97	138		341

* An additional sample of 236 employers was taken to represent users. The combined distribution for all 343 users confroms closely to that given for the "pure" employer sample.

TABLE 1-6:

COMPARISON BETWEEN ES USERS AND NON-USERS

	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE	OVERALL
		DURABLE	NON DURABLE						
ES users during CIP	10.9	6.9	6.8	2.8	46.1	3.8	13.8	8.5	25.1 (107)
Previous users not using during CIP	10.7	4.8	4.0	2.4	44.0	12.5	14.5	7.2	30.3 (97)
Non-users	15.8	2.4	1.8	1.4	42.1	9.5	13.5	13.4	44.6 (138)
General population	13.0	4.2	3.7	2.1	43.7	9.0	13.9	10.3	100
N=	32	37	39	11	124	24	37	36	341

Table 1-7: Distribution of Employers by Industry

Occupational Area

	Professional & Technical	Clerical & Sales	Service	Processing	Machine Trades	Bench Work	Structural Work	Misc.	Total
Percent of all occupational openings	5.0	25.8	19.1	1.7	7.8	7.4	24.3	8.7	100
Percent of ES listed occupational openings	2.0	19.2	26.9	3.1	9.9	10.7	23.4	4.8	100
Percent of unlisted occupational openings	7.8	29.5	14.7	.9	6.8	5.5	24.8	10.9	100
Percent of all openings placed with ES	16.2	26.7	50.5	63.9	45.1	52.1	34.6	19.8	35.9

Overall N = 552
ES Listed N = 127
Unlisted N= 425

TABLE 1-8: OPENINGS BY OCCUPATION

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
Median wage all employers	$3.76	$3.86	$2.69	$2.25	$3.73	$4.04	$3.66	$4.76	$2.48
ES listing establishments	$4.81	$4.25	$2.92	$2.21	$2.62	$3.74	$2.95	$4.43	$2.69

All Employer N = 552

ES Listing N = 539

TABLE 1-9: WAGE BY TYPE OF ESTABLISHMENT AND OCCUPATION

		MANUFACTURING					SERVICE	
METHOD USED	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	NON PROFESSIONAL	PROFESSIONAL
STATE ES	19.8	46.1	35.6	11.5	22.4	7.1	26.8	15.7
Applications on file	24.3	53.4	28.7	32.4	31.2	19.1	38.0	33.1
Gate hires	43.4	57.1	27.9	36.3	36.5	14.7	30.4	16.3
Private EA	1.7	11.0	9.0	10.0	12.3	18.7	8.5	12.3
Newspaper Ads	30.7	34.8	41.9	34.4	41.5	41.0	63.3	20.8
Labor Unions	25.5	--	3.2	.5	--	--	--	--
School placement offices	2.3	20.4	23.4	12.4	13.3	18.0	15.9	15.6
Ads in trade journals	--	--	.6	--	.4	2.4	--	--
Community or welfare agencies	--	12.3	2.5	8.2	5.4	4.4	1.3	6.7
Employees	58.2	66.7	43.3	18.7	54.8	48.8	60.5	64.8
Business associates	15.4	27.2	13.4	11.7	22.5	46.5	49.1	38.9
Other areas as well as local	--	7.1	1.4	--	3.0	--	.7	11.9
Total	9.8	13.4	13.0	3.4	33.2	6.5	10.9	9.3

TABLE 1-10: RECRUITMENT METHODS BY INDUSTRY

N = 552

		MANUFACTURING					SERVICE	
METHOD USED	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	NON PROFESSIONAL	PROFESSIONAL
STATE ES	13.3	21.1	18.6	5.0	13.0	2.0	2.3	8.6
Applications on file	9.9	20.5	10.7	31.9	11.1	14.7	3.3	6.4
Gate hires	39.4	30.2	20.0	26.9	18.2	9.8	16.4	14.6
Private EA	1.7	6.7	2.1	10.0	8.8	12.7	8.5	4.1
Newspaper Ads	27.4	22.9	29.9	21.1	26.9	31.1	35.7	15.8
Labor Unions	25.5	--	3.2	.5	--	--	--	--
School placement offices	2.3	6.8	7.0	4.2	8.9	7.5	8.2	5.6
Ads in trade journals	--	--	--	--	--	--	--	--
Community or welfare agencies	--	3.1	2.5	--	--	3.0	1.4	7.7
Employees	40.9	54.3	25.8	15.3	32.8	22.9	29.0	44.9
Business associates	14.6	5.4	10.4	11.2	6.7	18.6	25.5	13.5
Other areas as well as local	4.0	5.3	4.3	11.3	6.3	6.7	3.9	25.0

See Table 1-10 for distribution and N

TABLE 1-11: SUCCESSFUL RECRUITMENT METHODS BY INDUSTRY

METHOD USED	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
STATE ES	11.9	18.1	17.3	26.4	44.1	31.5	38.1	21.0	22.1
Applications on file	25.5	8.5	23.1	49.7	50.7	43.7	36.0	21.7	42.2
Gate hires	13.1	2.7	23.2	40.9	57.0	43.7	41.1	45.3	44.4
Private EA	19.3	9.8	22.0	1.6	--	4.0	12.3	1.6	2.5
Newspaper Ads	25.7	19.3	41.7	53.9	10.7	46.7	67.1	34.0	30.4
Labor Unions	--	--	--	--	--	.2	--	24.2	1.1
School placement offices	22.3	20.1	12.5	29.5	--	17.2	17.5	5.8	11.4
Ads in trade journals	.8	4.4	.6	--	--	--	--	--	--
Community or welfare agencies	14.1	13.0	5.1	1.8	15.8	.9	1.1	.8	6.9
Employees	56.9	57.1	45.1	68.7	76.4	75.1	63.8	56.2	55.6
Business associates	40.2	76.4	27.2	36.1	16.2	20.5	36.2	21.7	12.6
Other areas as well as local	18.0	10.9	1.6	.7	7.2	4.2	1.0	--	5.1
Total	5.0		25.8	19.1	1.7	7.8	7.4	24.3	8.7

N = 552

TABLE 1-12: RECRUITMENT METHODS BY OCCUPATION

METHOD USED	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
STATE ES	3.9	7.8	6.5	13.7	32.1	18.6	12.0	14.6	8.4
Applications on file	10.0	.3	8.3	13.2	40.1	10.7	6.5	10.0	16.4
Gate hires	11.4	3.0	12.8	15.5	33.6	40.3	29.3	41.5	13.6
Private EA	11.7	4.3	5.8	1.3	--	.6	12.7	1.6	1.2
Newspaper Ads	18.0	11.8	31.3	23.2	3.5	23.5	47.3	27.6	27.9
Labor Unions	--	--	--	--	--	.3	--	24.2	1.1
School placement offices	7.8	--	5.3	20.9	--	1.5	1.3	1.8	6.2
Ads in trade journals	--	--	--	--	--	--	--	--	--
Community or welfare agencies	10.0	3.4	.9	1.6	8.6	--	1.3	.8	--
Employees	45.2	38.9	25.3	43.9	61.5	38.3	25.5	40.5	33.0
Business associates	13.0	24.9	12.0	19.7	9.0	9.7	7.5	15.0	.8
Other areas as well as local	29.6	--	6.1	6.5	7.2	--	4.9	3.7	11.2

See Table 1-12 for distribution and N

TABLE 1-13: SUCCESSFUL RECRUITMENT METHODS BY OCCUPATION

METHOD USED	NUMBER OF OPENINGS				
	1	2-3	4-5	6-9	10 OR OVER
STATE E.S.	17.7	21.8	28.3	28.3	52.9
Applications on File	28.3	28.6	38.8	34.4	52.3
Gate Hires	24.8	30.8	44.0	48.2	82.4
Private E.A.	12.7	11.7	6.1	4.9	0
Newspaper Ads	34.7	45.9	44.6	59.3	50.3
Labor Unions	.9	4.7	7.6	14.5	7.7
School Placement Offices	14.5	17.4	17.8	7.9	23.3
Ads in Trade Journals	.8	0	0	0	0
Community or Welfare Agencies	3.7	4.1	5.5	1.9	10
Employees	5.1	60.3	60.4	55.7	69.3
Business Associates	34.1	30.2	12.8	4.4	21.6
Other Areas	4.1	.9	4.4	1.0	0
Total	52.8	26.7	6.9	6.1	7.6

N = 545

TABLE 1-14: RECRUITMENT METHODS BY OPENINGS

METHOD USED	NUMBER OF OPENINGS 1	2-3	4-5	6-9	10 OR OVER
STATE E.S.	5.0	6.9	19.4	24.5	46.9
Applications on File	3.4	8.3	29.4	21.2	44.5
Gate Hires	9.0	18.6	34.0	45.9	74.5
Private E.A.	9.0	7.6	6.1	4.0	-
Newspaper Ads	21.0	32.6	27.8	53.9	35.0
Labor Unions	1.0	4.7	7.6	14.5	7.7
School Placement Offices	4.0	10.6	11.4	6.8	14.2
Ads in Trade Journals	-	-	-	-	-
Community or Welfare Agencies	.7	.9	-	.9	8.9
Employees	25.3	38.7	38.5	42.2	61.1
Business Associates	12.2	15.4	7.0	3.3	17.4
Other Areas	10.7	3.7	2.0	4.9	-

See Table 1-14 for distribution and N

TABLE 1-15: SUCCESSFUL RECRUITMENT METHODS BY OPENINGS

	ALL EMPLOYERS			
	1 SEARCH	2 SEARCHES	3 SEARCHES	TOTAL
ES not used at all	78.8	79.9	70.2	76.5
Percent categories of all listed, if at least one listed	100*	79.1*	58.9*	71*
ES alone	12.4	6.6	2.1	5.1
ES and PEA alone	1.0	2.3	.3	.9
ES and news alone	15.2	3.7	4.1	6.2
ES and one other	12.5	11.3	6.9	8.9
ES and PEA and at least one other	6.8	17.0	6.0	9.1
ES and news and at least one other	22.6	10.8	23.2	19.8
ES and at least two others	29.3	24.3	16.2	20.4
Total	21.4	23.2	55.4	100

N = 552

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*Actual percents could be slightly high since about 5 percent of listed ES users claim not to have used the ES. Most likely 75-78% of all categories were listed if at least one was listed.

Table 1-16:

Use of the ES in Combination with Other Methods

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS	N
Both listed at ES	4.2	4.0	57.9	26.7	15.2	28.1	7.5	43.2	13.1	46
One listed at ES	3.5	15.8	65.1	21.3	7.5	13.2	7.1	15.4	48.4	29
None listed at ES	3.7	11.7	48.7	20.2	2.2	19.0	13.5	40.8	30.5	52

Table 1-17: Distribution of Two-Category Job Orders

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS	N=
All listed ES	1.8	--	17.8	25.4	7.6	14.7	18.8	4.8	9.1	42
Two listed ES	.9	6.2	31.1	31.4	--	3.6	3.7	6.4	16.8	32
One listed ES	4.3	--	23.6	23.3	9.1	16.7	3.1	9.0	10.9	30
None listed ES	10.8	1.6	32.9	16.5	1.1	3.1	9.6	14.4	9.9	42

TABLE 1-18: DISTRIBUTION OF THREE-CATEGORY JOB ORDERS

	MAJOR				MINOR				TOTAL
	1 SEARCH	2 SEARCHES	3 SEARCHES	TOTAL	1 SEARCH	2 SEARCHES	3 SEARCHES	TOTAL	
ES not used at all	38.8	71.2	68.1	65.1	81.6	81.0	71.5	79	76.3
Percent categories of all listed, if at least one listed	100	73.1	60.2	69.2	100	71.4	58.3	71.6 N = 552	70.4
ES alone	13.9	--	2.7	3.2	11.5	13.4	1.5	7.0	5.1
ES and PEA alone	--	.9	.7	.6	1.3	4.0	--	1.2	.9
ES and news alone	21.7	3.4	5.8	7.0	7.2	--	2.2	3.2	6.2
ES and one other	2.6	6.4	4.0	9.4	3.6	17.5	10.1	12.7	8.9
ES and PEA and at least one other	13.9	30.1	8.8	19.1	4.5	13.1	3.0	5.6	[illegible]
ES and news and at least one other	23.4	10.9	23.2	20.4	21.6	12.7	23.3	20.5	19.8
ES and at least two others	21.9	31.5	15.1	19.5	30.4	13.8	17.3	20.4	20.4*
Total	10.4	22.4	67.2	46.8	29.4	21.4	49.2	53.2	N = 539

* Percents are not proportional between major and minor because of the two percent individual establishments not included.

TABLE 1.5: DISTRIBUTION OF SEARCH CATEGORIES BY MAJOR/MINOR ESTABLISHMENTS

	1 Search	2 Search	3 Search	Total	N
No private agency use	90.4	86.8	87.3	88.7	
Of those using private agency					
PEP alone	16.6	31.0	4.7	21.2	62
PEP & one other	27.0	6.8	16.5	16.1	
PEP and 2 or more	56.3	62.1	79.6	66.9	
No Newspaper	74.4	53.9	42.3	58.6	
of those using					
Newspaper alone	28.1	18.0	10.5	17.4	223
Newspaper and one other	20.7	11.2	9.5	12.8	
Newspaper and two or more	51.2	70.7	79.8	69.8	

TABLE 1-20: USE OF PRIVATE AGENCIES AND NEWSPAPERS IN COMBINATION

	MAJOR				MINOR				TOTAL
	1 SEARCH	2 SEARCHES	3 SEARCHES	TOTAL	1 SEARCH	2 SEARCHES	3 SEARCHES	TOTAL	
No private employment agency	78.2	82.9	83.5	82.6	90.8	91.8	86.5	90.1	88.2 (62)
Of those using PEAs									
PEA alone	23.8	22.2	3.0	11.5	19.6	57.3	8.4	25.3	21.2
PEA and other	5.0	--	16.3	10.3	33.7	7.3	11.1	20.2	16.9
PEA and 2 or more	71.1	87.8	80.6	78.2	46.7	35.4	80.7	55.5	61.5
No newspaper ads	64.0	31.7	53.2	49.0	75.2	60.7	35.5	61.6	59.2 (223)
Of those using newspapers									
News alone	10.0	18.9	25.9	21.9	29.8	19.6	3.6	16.4	17.4
News and other	--	3.1	14.7	9.2	23.0	15.3	7.1	14.3	12.8
News and 2 or more	90.0	78.0	59.4	68.8	4.7	65.2	89.5	69.2	69.8

TABLE 1-21: USE OF PRIVATE AGENCIES AND NEWSPAPERS IN COMBINATION BY MAJOR/MINOR ESTABLISHMENTS

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS	TOTAL
1	72.0	87.6	60.8	39.1	26.1	51.0	53.6	30.7	59.1	52.8
2-3	16.4	12.6	27.6	38.3	19.7	28.1	24.2	24.8	19.8	26.7
4-5	3.7	--	4.8	6.9	20.5	6.6	6.9	9.0	13.9	6.9
6-9	.3	--	3.0	5.7	7.2	2.2	6.0	19.1	5.1	6.1
10 or over	7.5	--	3.7	10.1	26.4	12.2	9.3	16.4	2.1	7.6
	100	100	100	100	100	100	100	100	100	100
N=	32	19	181	76	15	59	38	64	61	545

TABLE 1-22: NUMBER OF OPENINGS BY OCCUPATION FOR ALL EMPLOYERS

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS	TOTAL
1	20.3	84.9	45.8	42.7		25.5	46.5	9.1	60.7	40.2
2-3	42.9	15.1	32.7	10.4	14.1	33.2	31.9	29.3	27.3	26.5
4-5	36.8		12.2	3.5	29.1	17.5			9.3	8.1
6-9			1.9	14.1	16.3	6.7		19.9	--	6.9
10 or over			7.4	29.2	40.5	17.1	21.6	41.7	2.7	18.3
	100	100	100	100	100	100	100	100	100	100
Total	3.4	3.6	30.5	20.5	5.6	9.2	5.0	8.0	14.0	(N = 537)

Table 1-23: Number of Openings
by Occupation for ES User Employers

Reason for Hiring	Occupational Area									
	Profes-sional	Technical	Clerical & Sales	Service	Proces-sing	Machine Trade	Bench Work	Struc-tural	Misc.	Total
Normal Turnover	88.8	44.1	85.3	96.4	49.4	73.9	74.7	63.7	84.9	81.0
Expansion	23	42.4	17.8	5.3	63.5	30.1	22.1	15.6	13.0	17.6
Business Change	-	-	1.4	4.7	-	-	1.0	20.0	5.4	4.9
Recovery	-	10.9	2.2	5.6	-	1.6	3.2	16.9	.6	5.0
Other	-	.3	4.3	10.5	18.0	.2	-	4.0	4.2	4.5
Total	5.8	3.5	33.2	13.9	2.8	10.8	7.0	11.7	11.2	N = 545

TABLE 1-24: REASON FOR JOB OPENINGS
FOR ALL EMPLOYERS

Reason for Hiring	Professional	Technical	Clerical & Sales	Service	Processing	Machine Trade	Bench Work	Structural	Misc.	Tota
Normal Turnover	91.9	78.7	81.2	79.4	70.2	64.6	50.2	63.9	86.9	77.
Expansion	31.3	12.7	22.3	10.4	42.9	23.2	32.9	21.8	19.9	21.
Business Change	--	--	5.6	10.6	54.1	2.4	4.5	7.9	--	5.
Recovery	--	--	5.8	--	--	1.6	13.5	2.7	4.7	6.
Other	7.8	14.3	2.3	21.1	3.3	6.1	.6	11.0	8.4	8.
Total	3.4	3.7	30.2	20.4	5.6	9.1	5.1	8.6	13.9	N = 5

TABLE 1-25: REASON FOR JOB OPENINGS
FOR ES USING EMPLOYERS

	Occupational Area									
Time to Fill Requirements	Professional	Technical	Clerical & Sales	Service	Processing	Machine Trade	Bench Work	Structural	Misc.	Total
Week or so	45.2	30.7	49.1	63	64.5	43.8	59.6	77.9	61.2	56.3
Within month	48.7	25.7	34.2	30.4	20.6	48.8	37.6	21.5	29	32.5
Several months	2.4	18.0	10.6	3.1	7.2	5.7	7.8	0	2.7	6.3
No deadline	3.7	22.4	5.7	3.5	7.7	1.7	0	.6	4.4	4.3
Order always open	0	3.2	.4	0	0	0	0	0	0	.3

N = 552

TABLE 1-26: TIME TO FILL ORDERS FOR ALL EMPLOYERS

Occupational Area

Time to Fill Requriements	Professional	Technical	Clerical & Sales	Service	Processing	Machine Trade	Bench Work	Structural	Misc.	Total
Week or so	41.7	56.5	50.8	79.4	84.3	63.6	81.5	76.2	79.4	67.3
Within month	40.7	30.9	33.3	13.3	6.4	28.2	18.1	22.5	14.8	23.1
Several months	9.6	12.6	9.8	0	10.3	4.9	0	1.3	1.3	5.1
No deadline	8.1	0	5.5	.9	0	3.1	.4	0	4.6	3.1
Order always open	0	0	.6	6.4	0	.2	0	0	0	1.5

N = 539

TABLE 1-27: TIME TO FILL ORDER FOR USING EMPLOYERS

Number of Methods Used	Number if Successful							Total
	1	2	3	4	5	6	7	
One	100							28.0
Two	46.6	53.4						12.5
Three	40.6	34.1	25.3					21.4
Four	27.9	10.2	32.1	29.8				14.1
Five	22.1	23.9	7.8	27.1	19.1			10.3
Six	45.1	14.0	-	21.7	-	19.3		9.1
Seven	-	10.9	-	-	29.7	-	59.4	3.0
Eight	27.3	-	45.3	-	27.3	-	-	1.2
Total	53.2	19.5	11.6	9.3	2.9	1.7	1.8	N = 202

TABLE 1-28: NUMBER OF METHODS USED BY NUMBER SUCCESSFUL FOR ALL EMPLOYERS (MAJOR-MARKET)

Number of Methods Used	Number if Successful							
	1	2	3	4	5	6	7	Total
One	100							33.9
Two	67.1	32.9						21.0
Three	69.2	20.4	10.4					22.4
Four	48.3	26.6	9.4	15.7				11.4
Five	60.7	29.8	1.8	-	7.4			5.3
Six	64.6	15.7	8.3	11.3	-			4.7
Seven	-	-	-	-	-			1.0
Eight	-	-	-	-	-			.2
Total	76.6	16.8	3.9	2.3	.4	-	-	

N = 442

TABLE 1-28(CONTINUED): NUMBER OF METHODS USED BY NUMBER SUCCESSFUL FOR ALL EMPLOYERS (MINOR-MARKET)

Number of Methods Used	Number if Successful 1	2	3	4	5	6	7	Total
One	100							11.6
Two	49.5	50.5						22.5
Three	16.6	19.0	64.4					12.7
Four	26.4	20.8	17.4	35.4				25.7
Five	20.7	12.4	19.2	29.1	18.7			9.5
Six	12.6	33.5	25.5	6.3	5.1	16.9		13.3
Seven	19.5	3.1	40.2	-	20.2	8.5	8.5	2.8
Eight	-	-	-	-	-	-	-	1.7
Total	35.9	25.1	20.3	13.0	3.0	2.5	.2	N = 225

Table 1-29: Number of Methods Used by Number Successful for ES Users (major-market)

Number of Methods Used	Number if Successful							
	1	2	3	4	5	6	7	Total
One	100							21.5
Two	70.1	29.9						23.8
Three	62.0	19.2	18.8					22.4
Four	49.7	33.1	9.5	7.8				17.2
Five	29.7	32.3	-	8.5	29.4			7.1
Six	64.6	34.1	1.3	-	-	-		4.7
Seven	94.0	6.0	-	-	-	-	-	3.4
Eight	-	-	-	-	-	-	-	-
Total	68.8	21.2	5.9	1.9	2.1	-	-	N = 304

Table 1-29(continued): Number of Methods Used By Number Successful for ES Users (minor-market)

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	30.5	35.3	26.0	24.5	9.7	19.9	9.3	16.9	65.9	85.6
Attitude	34.2	33.6	29.9	23.8	25.3	22.5	6.0	16.2	84.1	85
Appearance	4.1	5.6	23.7	20.5	22.8	20.0	35.4	35.7	59.2	64
Skills	30.3	23.5	18.6	27.1	8.6	18.7	8.5	9.8	57.8	72
Education	1.1	3.5	3.8	5.6	7.9	12.7	60.5	25.5	41.7	51.2
Other	12.1	7.9	8.1	5.7	27.7	10.9	8.8	6.4	44.8	26.8

N = 545 all
N = 538 ES

TABLE 1-30: WORKER TRAITS DESIRED - ALL OCCUPATIONS

Degree of Importance

Work Traits	First General	ES	Second General	ES	Third General	ES	Fourth General	ES	Total General	ES
Experience	43.7	30.1	31.6	17.6	14.0	39.0	0.0	12.6	88.6	90.9
Attitude	20.7	12.9	22.2	33.8	11.7	17.8	67.9	37.0	79.3	82.8
Appearance	9.0	12.9	6.8	0.0	41.0	19.6	11.5	12.5	66.5	47.5
Skills	31.9	12.2	39.1	36.5	3.8	14.7	0.0	0.0	78.9	64.7
Education	14.0	35.6	19.0	12.1	17.9	7.1	20.7	27.1	57.7	72.9
Other	3.4	12.2	3.6	0.0	11.5	8.6	0.0	17.0	18.0	27.8

TABLE 1-31: WORKER TRAITS DESIRED - PROFESSIONAL

For individual N,
ES and General relate
to percent of total.
Range is from low of
18 to high of 181 for
Clerical & Sales.

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	46.2	16.0	28.3	28.3	3.8	10.3	19.7	36.8	91.3	78.2
Attitude	27.4	35.4	37.6	19.5	18.5	21.2	0.0	16.0	81.2	83.7
Appearance	0.0	0.0	32.5	17.0	36.7	35.0	37.8	26.5	84.2	64.5
Skills	39.0	33.5	15.3	12.4	21.4	21.0	6.4	0.0	85.8	77.6
Education	21.4	22.0	8.8	12.4	13.2	9.5	62.6	26.9	77.4	86.2
Other	12.0	10.9	4.9	22.9	10.2	13.0	23.2	6.3	37.8	49.0

TABLE 1-32: WORKER TRAITS DESIRED - MANAGERIAL AND TECHNICAL

	Degree of Importance									
Work Traits	First General	ES	Second General	ES	Third General	ES	Fourth General	ES	Total General	ES
Experience	35.0	31.0	16.0	25.7	13.7	13.0	23.5	28.3	71.2	80.0
Attitude	31.1	34.4	30.2	23.2	15.6	14.9	11.6	24.3	78.1	79.2
Appearance	9.7	6.7	27.2	27.1	31.3	19.2	17.6	23.5	71.1	62.5
Skills	30.7	36.4	16.2	19.5	14.0	19.1	21.1	15.9	66.3	79.7
Education	0.7	3.1	12.2	7.3	11.3	25.7	36.3	11.4	48.9	54.5
Other	10.3	5.5	10.3	4.5	15.3	11.8	5.6	14.0	36.5	27.8

TABLE 1-33: WORKER TRAITS DESIRED - CLERICAL AND SALES

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	24.7	30.8	27.9	18.3	26.3	27.4	10.1	18.7	76.5	85.4
Attitude	44.4	41.6	25.3	23.9	21.1	23.6	7.5	11.3	88.4	93.6
Appearance	21.9	9.9	51.2	40.1	14.1	25.1	10.8	22.9	85.8	86.7
Skills	21.9	12.6	11.2	18.4	29.9	27.2	21.1	15.1	65.4	64.8
Education	5.1	1.4	9.3	3.8	11.4	1.2	59.8	39.3	57.7	53.3
Other	11.3	6.6	5.3	6.0	9.8	7.8	0.0	1.2	24.2	20.3

TABLE 1-34: WORKER TRAITS DESIRED - SERVICE OCCUPATIONS

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	18.0	39.1	42.1	4.3	32.1	54.8	1.1	0.0	87.9	92.7
Attitude	21.6	51.8	23.9	20.3	19.6	9.6	9.0	10.8	65.8	89.3
Appearance	20.5	0.0	0.0	0.0	39.4	5.4	46.8	69.7	75.5	80.4
Skills	38.4	0.6	35.4	64.5	0.0	16.4	29.9	1.5	83.0	79.9
Education	10.7	0.0	0.0	0.3	0.0	10.4	22.3	21.6	45.2	67.4
Other	6.7	8.5	6.3	12.6	9.0	3.4	9.0	3.6	24.5	24.8

TABLE 1-35: WORKER TRAITS DESIRED - PROCESSING OCCUPATIONS

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	29.9	64.1	49.3	14.0	11.9	19.4	4.1	0.0	88.6	94.3
Attitude	18.5	16.6	27.5	33.2	33.5	37.1	12.1	14.1	75.6	86.3
Appearance	1.3	0.0	4.5	8.9	22.0	19.2	24.7	59.0	38.3	52.2
Skills	62.0	28.0	10.7	47.3	18.6	1.1	5.5	6.6	88.9	78.0
Education	0.0	1.2	0.9	6.2	1.4	16.0	53.0	18.0	33.7	37.4
Other	1.1	4.2	7.1	1.9	12.6	8.5	1.8	2.3	18.4	14.1

TABLE 1-36: WORKER TRAITS DESIRED - MACHINE TRADES

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	55.2	48.3	10.7	21.9	17.7	11.0	17.9	6.1	90.5	78.6
Attitude	10.3	15.4	67.5	13.7	21.1	56.8	1.6	20.0	91.5	78.7
Appearance	6.6	0.0	4.4	5.6	34.3	28.7	51.9	15.0	76.7	32.9
Skills	60.6	20.5	19.1	61.0	13.9	3.6	0.0	9.1	88.9	81.3
Education	0.0	2.2	1.2	0.0	4.3	0.0	80.0	60.4	69.5	36.3
Other	12.7	18.1	4.6	8.5	8.8	0.3	0.0	0.0	23.4	25.8

TABLE 1-37: WORKER TRAITS DESIRED - BENCH WORK OCCUPATIONS

	Degree of Importance									
Work Traits	First General	 ES	Second General	 ES	Third General	 ES	Fourth General	 ES	Total General	 ES
Experience	16.7	29.2	51.0	46.2	19.0	11.7	5.3	0.0	82.0	79.4
Attitude	29.1	30.6	18.0	20.6	35.5	30.5	9.0	22.1	81.6	83.0
Appearance	3.1	5.9	1.9	2.2	21.4	15.7	51.0	34.0	59.9	36.2
Skills	50.0	24.3	23.7	28.7	7.7	26.4	5.3	10.8	81.1	75.4
Education	0.0	0.0	0.0	3.8	9.5	3.8	48.7	39.1	59.1	25.8
Other	21.7	21.1	8.7	4.8	11.3	15.4	0.0	7.3	39.2	40.8

TABLE 1-38: WORKER TRAITS DESIRED - STRUTURAL OCCUPATIONS

Degree of Importance

Work Traits	First		Second		Third		Fourth		Total	
	General	ES	General	ES	General	ES	General	ES	General	ES
Experience	24.6	36.6	20.3	37.0	18.6	15.6	17.0	16.3	70.0	95.9
Attitude	32.3	42.2	35.3	23.9	20.3	21.0	1.8	3.6	82.5	86.7
Appearance	5.8	4.7	19.0	12.3	26.1	17.1	48.1	67.1	70.8	66.9
Skills	14.4	17.7	29.3	18.7	16.8	17.1	14.0	1.8	63.5	52.6
Education	1.6	0.0	4.7	4.2	5.8	10.1	47.9	15.0	52.8	48.4
Other	29.0	4.8	10.6	4.7	12.4	19.0	0.8	5.4	49.3	29.4

TABLE 1-39: WORKER TRAITS DESIRED - MISCELLANEOUS OCCUPATIONS

	JOB BANK			PLACEMENT RATE			PERCENT MINORITY		
	OUTSIDE	INSIDE	NONE	LOW	MEDIUM	HIGH	LOW	MEDIUM	HIGH
Used ES (general)	28.7	22.0	17.7	25.9	24.8	18.1	27.3	20.2	25.3
Used ES (Users)	72.9	68.4	80.5	76.7	69.1	64.7	59.5	69.7	79.8

for General N = 545

for User N = 539

TABLE 1-40: ES VARIATION AND EMPLOYER USE

	SATELLITE OFFICE		JOB BANK CONTROL OF ORDERS			ASSIGNMENT TO INTERVIEWERS	
	YES	NO	FULL	PARTIAL	NONE	DOT	RANDOM
Used ES (general)	23.9	23.4	22.7	25.0	17.7	22.4	24.7
Used ES (Users)	75.9	68.8	71.4	68.8	80.5	72.7	68.3

TABLE 1-40(CONTINUED): ES VARIATION AND EMPLOYER USE

	JOB INFORMATION SERVICE			INTERVIEWERS EFFORTS		SPECIAL PROGRAMS		ERR ACTIVITY	
	RESTRICTED	OPEN	NONE	YES	NO	YES	NO	LOW	HIGH
Used ES (general)	24.0	24.0	19.7	24.7	23.0	27.8	22.5	28.6	20.3
Used ES (Users)	75.2	68.4	73.7	76.5	68.1	77.7	68.7	76.5	67.6

TABLE 1-40(CONTINUED): ES VARIATION AND EMPLOYER USE

	PROFESSIONAL AND TECHNICAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS	TOTAL
ES users during CIP	3.1	39.5	25.1	.4	4.3	3.2	18.1	5.8	27.3
All persons not using ES during CIP	15.7	19.0	26.3	2.9	10.5	2.6	16.2	7.3	72.7
Persons not using during CIP, but having listed before	25.7	14.4	26.8	5.2	9.6	3.5	11.5	3.3	24.4
Persons never using ES	10.0	20.8	26.2	1.6	11.0	2.1	18.8	9.5	48.3
General population	12.0	24.3	26.1	2.2	8.8	2.7	16.8	6.9	Overall N = 586

Table 1-41: Distribution by Occupation of ES Users All non-users, Previous Users, and those Persons never Using ES

	MALE			FEMALE			OVERALL		
	GENERAL POPULATION	ES APPLICANT	ES PLACED	GENERAL POPULATION	ES APPLICANT	ES PLACED	GENERAL POPULATION	ES APPLICANT	ES PLACED
Access to for work	88.3	88.2	90.3	83.5	78.1	86.1	86.4	84.0	88.5
Is veteran (Vietnam)	32.8 (45.7)	40.0 (52.9)	46.3 (64.4)	.2 (100)	1.4 (74.8)	2.4 (79.4)	20.1 (45.8)	24.2 (53.4)	28.6 (65.1)
Never married	38.0	40.3	35.9	38.1	27.7	32.3	38.1	35.2	34.4
Married	47.2	51.6	52.3	44.8	47.6	43.4	46.3	50.2	48.6
Separated, etc.	14.8	8.1	11.8	17.1	24.3	24.3	15.6	14.6	17.0
Working spouse	5[illegible].7	48.5	51.6	84.3	79.4	55.7	63.7	60.5	42.4
Member labor union	15.3	24.5	33.8	2.4	7.6	7.8	10.2	17.5	23.1
Education									
0-8	7.5	7.2	14.1	3.2	4.1	--	5.8	5.8	8.3
9-11	23.4	17.6	18.0	17.8	23.1	23.3	21.2	19.7	19.9
12 or over	69.1	75.2	67.9	79.0	72.8	77.7	73.1	74.5	71.8
Difference in pay from last job									
Pays more	48.9		40.0	47.5		51.5	50.1		44.5
Pays less	26.1		27.6	20.4		30.0	23.2		28.5
Pays same	15.6		5.2	14.1		8.7	14.7		6.6
No last job	5.8		26.0	13.1		9.8	8.5		19.7
Part-time	3.1		--	5.5					

N for General = 586
N for ES app. = 820
N for ES placed = 127

TABLE 1-42: CHARACTERISTICS OF USERS AND THE GENERAL JOB FINDING POPULATION

	UNDER $2.00	$2.00-2.46	$2.50-2.99	$3.00-3.49	$3.50-3.99	$4.00-4.49	$4.50-4.99	$5.00-5.99	$6.00 or over
ES	29.3	23.0	45.0	23.1	61.4	22.8	18.3	7.9	14.7
Private employment agency	3.7	16.2	19.5	23.0	2.6	8.3	21.3	20.9	5.6
Direct to employer	77.3	88.6	70.6	62.9	100	70.9	89.3	93.6	80.3
Newspaper Ads	41.1	43.1	40.6	53.4	84.3	28.0	34.0	43.0	18.7
Labor unions	--	2.3	.6	1.4	.2	1.7	.2	8.8	39.2 (67.2% for $8.00 and over)
Friends or relatives	70.7	81.7	51.6	87.1	77.3	40.0	42.2	50.8	68.4
Business associates	37.1	29.8	23.6	39.2	30.9	16.2	24.5	9.0	43.9
Community organization	--	2.0	1.8	--	1.1	.5	--	2.4	--
School placement	29.8	15.1	9.4	7.6	4.2	29.8	2.2	2.9	4.6
All other	8.0	6.7	7.3	5.0	13.6	14.1	4.3	17.0	33.2*
Total	8.7	22.4	17.6	16.9	11.6	4.8	1.5	9.6	6.8

N = 586

TABLE 1-45: JOB SEARCH METHODS BY WAGE

	UNDER 20	21-25	26-30	31-35	36-40	41-50	51 AND OVER	
STATE ES	20.6	33.0	26.0	22.4	21.9	25.5	42.2	
Private agency	14.2	15.7	22.8	13.8	18.1	10.6	2.7	
Employer direct	90.0	86.2	78.8	73.1	89.9	74.9	69.1	
Want ads	66.8	77.2	65.6	38.2	66.5	51.5	41.0	
(Answer ads)								
Answer ads	48.6	66.8	41.6	28.5	39.2	45.5	31.0	
Labor unions	2.8	1.1	3.6	9.3	6.1	15.3	19.7	
Friend or relative	72.4	78.1	63.3	67.9	38.8	56.1	36.9	
Business associates	30.1	41.3	51.8	10.0	15.6	33.0	30.1	
Community organization	.7	1.7	30.3	--	5.9	.8	.2	
School placement	22.8	9.5	16.0	2.4	.7	.5	1.2	
Professional journal	6.5	2.3	11.7	5.6	10.4	13.3	3.7	
Answer journal	3.2	.8	3.0	1.4	9.3	6.6	--	
Other	.2	1.8	3.7	5.5	5.9	6.6	13.0	
Total	24.9	25.6	24.5	22.5	6.0	6.3	11.3	N = 586

TABLE 1-46: JOB SEARCH METHODS BY AGE

	0-8	9-11	12 - Over	Overall
Employment Service	50.0	18.9	28.0	27.5
Private Agency	.6	12.0	16.2	14.4
Employer Direct	57.1	76.7	85.8	82.1
Want Ads	21.5	44.1	70.7	62.3
(Answer Ads)	17.8	32.5	53.9	47.3
Labor Unions	17.8	2.3	4.6	6.1
Friend/Relatives	37.9	61.0	68.5	65.1
Business Associates	17.8	20.1	37.9	33.0
Community Organ.	--	1.8	1.5	1.5
School Placement	3.4	12.7	11.1	10.9
Professional Journal	.8	9.7	6.0	6.4
(Answer Journal)	--	3.5	2.5	2.6
Other	--	4.1	4.4	4.0
Total	6.2	20.5	73.3	N = 586

TABLE 1-47:

JOB SEARCH METHODS BY EDUCATION

Method	Type of Establishment Major	Minor	
Employment Service	25.3	30.8	
Private Agency	11.0	12.4	
Employer Direct	81.8	82.6	
Want Ads	69.9	51.3	
(Answer Ads)	3[illegible].2	37.4	
Labor Unions	1.4	12.9	
Friend/Relatives	(2.4)	69.0	
Business Associates	35.9	28.7	
Community Organ.	1.0	2.2	
School Placement	11.1	10.6	
Professional Journal	2.7	11.7	
(Answer Journal)	.8	5.1	
Other	2.4	6.4	
Total	59.1	40.9	N = 586

TABLE 1-48:

SEARCH METHODS BY TYPE OF ESTABLISHMENT IN WHICH THE JOB FINDER FOUND WORK

METHOD MOST USED	MALE	FEMALE	OVERALL
ES	10.4	14.8	12.2
Private employment agency	2.0	5.0	3.2
Direct to employer	30.5	39.1	34.0
Newspaper ads	25.6	16.9	22.1
Labor unions	3.8	.1	2.3
Friends or relatives	24.1	13.7	19.9
Business associates	1.8	4.0	2.7
Community organization	.4	.1	.2
School placement	.7	5.5	2.6
All other	.7	.6	.7

N = 586

TABLE 1-49:

MOST FREQUENTLY USED METHOD

HOW OFTEN USED JOB HUNTING METHOD	MALE	FEMALE	OVERALL
Under 3 times	37.8	44.8	42.6
3 - 5 times	18.6	19.3	18.9
6 - 10 times	12.2	12.8	12.5
11 - 25 times	14.5	11.5	13.3
25 - 100 times	11.8	5.5	9.3
100 or more times	1.2	.4	.9
2 or less per week	.9	3.4	1.4
3 or more per week	.4	.7	.5
Steady	2.6	1.6	2.2

N = 586

Table 1-50:

Time Most Frequent Method Was Used

NUMBER OF LEADS FROM PRIMARY JOB HUNTING METHODS	MALE	FEMALE	OVERALL
One	38.5	52.5	43.9
Two	16.5	14.4	15.7
Three	11.3	10.7	11.1
Four	3.5	4.7	4.0
5 - 10	18.1	14.0	16.5
11 - 20	2.7	2.0	2.4
Over 20	5.0	.9	3.4
None	4.4	.9	3.1

N = 586

TABLE 1-51:

LEADS FROM MOST FREQUENT METHOD

	NUMBER OF SEARCH METHODS USED				
	ONE	TWO	THREE	FOUR OR MORE	TOTAL
State ES	8.8	1.3	12.9	77.1	27.5
Private Agency	1.7	1.7	23.8	72.8	14.5
Employer direct	8.1	21.1	27.2	43.6	82.1
Want Ads	1.1	13.8	26.8	58.3	47.3
Labor Union	15.8	6.8	7.7	69.7	6.1
Friend or relative	8.9	18.0	19.5	53.6	65.1
Business associates	.6	2.5	24.5	72.3	33.0
Community organization	--	--	11.6	88.4	1.5
School placement	1.9	3.5	26.2	68.4	10.9
Answer ads in trade journals	--	--	5.7	94.3	2.6
Other	24.3*	12.2	19.4	44.1	3.7
Total	18.2	20.0	24.5	37.4	N = 586

* This category is high because it includes "they called me."

TABLE 1-52:
NUMBER OF METHODS USED

METHOD WOULD NOT USE AGAIN	MALE	FEMALE	OVERALL
ES	13.5	26.9	19.1
Private employment agency	71.6	63.7	68.3
Direct to employer	4.9	.8	3.2
Newspaper ads	5.3	6.4	5.8
Labor unions	3.0	--	1.8
Friends or relatives	1.5	.1	.9
All other	--	2.0	.9

N = 195

TABLE 1-53:

METHODS JOB FINDERS WOULD NOT USE AGAIN

JOB HUNTING* METHOD WOULD NOT USE AGAIN	LESS THAN $2.99	$2.00-2.49	$2.50-2.99	$3.00-3.49	$3.50-3.99	$4.00-4.49	$4.50-4.99	$5.00-6.00	$6.00-7.00	$7.00-8.00	$8.00 & OVER	OVERALL
Employment Service	75.0	34.3	29.5	16.0	1.3	4.6	--	2.5	--	100	91.6	23.9
Private Agency	12.7	34.3	61.3	75.2	94.4	73.5	64.8	96.4	39.4	--	8.4	64.4
Total	12.3	13.8	13.6	18.7	17.3	3.4	2.2	15.6	.9	.4	7.0	88.3**

N= 186

* A total of 31.7 percent responded to this section
** Other methods were not considered since together they totaled only 11.7 percent.

TABLE 1-54: PERCENT NOT WANTING TO USE ES & PRIVATE AGENCIES BY WAGE OBTAINED

	Office Appearance			How Persons Assigned to Interviewers		Job Information Service		
	Attractive	Neutral	Unattractive	By DOT Code	At Random	Restricted	Open Access	None
Percent using employment service								
All new employees*	35.6	18.4	31.4	28.4	30.5	15.4	34.4	21.3
Employees hired by** ES-listing establishment	33.4	44.7	27.9	42.1	33.4	38.1	33.3	51.2
Percent of total for all employees	30.1	42.0	27.9	58.4	41.6	27.4	57.3	15.3
Percent of total for ES-listing hires	34.0	40.0	26.0	35.3	64.7	30.7	59.9	9.4

TABLE 1-55: ES VARIATION AND JOB-FINDER USE

	Location of Job Bank			Staff Size		Program Size		
	Outside	Inside	None***	Small	Large	Small	Medium	Large
Percent using employment service								
All new employees*	20.0	31.6		17.7	33.4	17.2	80.3	30.9
Employees hired by** ES-listing establishments	38.4	33.9		47.8	27.3	36.1	30.9	48.0
Percent of total for all employees	25.9	63.0	11.1	39.5	60.5	2[illegible].2	45.9	29.0
Percent of total for ES-listing hires	42.6	55.5	1.9	44.9	55.1	12.2	58.7	29.1

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*   583
**N-548
***None not included because only 39 respondents are available

TABLE 1-55(CONTINUED): ES VARIATION AND JOB-FINDER USE

	% Minority			Satellite Office	
	Low	Medium	High	Yes	No
Percent using employment service					
All new employees*	28.1	31.2	22.4	25.1	27.8
Employees hired by ES-listing establishments**	64.6	26.5	38.5	31.2	37.8
Percent of total for all employees	18.1	42.7	39.2	23.8	76.2
Percent of total for ES-listing for ES-listing hires	13.3	45.9	40.8	19.8	80.2

TABLE 1-55(CONTINUED): ES VARIATION AND JOB-FINDER USE

How Order Placed	Major	Minor	Individual	Total
Phone local office	56.9	63.4	44.7	60.9
Phone Job Bank	24.9	25.6	--	24.9
Does not remember	8.3	.7	27.6	3.7
Local office and Job Bank	2.2	7.5	--	5.6
ES called employer	5.9	1.4		2.8
Went to office	--	.5	27.6	.9
Open order	1.8	.5	--	.9
ERR	--	.4	--	.3
	32.7	65.5	1.9	100

(N = 343)

TABLE 2-1:

HOW ORDER PLACED BY MAJOR/MINOR ESTABLISHMENT

METHOD	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
Phone--local office	52.9	52.2	52.9	59.8	69.4	69.7	59.3	49.9
Phone--job bank	33.1	21.6	35.5	34.9	19.9	27.0	23.0	27.0
Local office/job bank	14.0	2.2	8.9	--	4.5	--	5.2	8.2
ES called employer	--	3.5	0.1	--	4.8	3.4	--	3.8
Went to office	--	0.0	--	--	0.9	--	--	5.6
Open order	--	0.0	2.4	5.2	0.5	--	2.6	--
ERR	--	2.4	0.1	--	--	--	--	--
Total	10.9	6.9	6.8	2.8	45.1	3.8	13.8	8.5

N = 343

TABLE 2-2: HOW ORDER PLACED BY INDUSTRY

WHERE PLACED	MAJOR	MINOR	TOTAL
Just office	67.9	82.5	78.0
Specific individual or group	25.5	16.5	19.4
All other	6.3	.9	2.6
Had difficulty in stating needs	10.1	5.3	7.0
Total	32.7	65.4*	N = 343

* individual employers not recorded

118

TABLE 2-3:

WHERE ORDER PLACED BY MAJOR/MINOR ESTABLISHMENT

WHERE PLACED	CON-STRUCTION	MANUFACTURING DURABLE	MANUFACTURING NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Just office	87.2	71.2	65.9	75.3	82.8	97.0	65.2	78.1
Specific individual or group	12.8	25.3	31.7	19.5	13.8	--	33.4	18.1
All other	--	3.5	2.4	5.2	3.4	3	1.4	3.8
Procedural Jifficulties in stating needs	11.5	6.3	5.1	4.7	10.3	--	4.5	8.7
								N = 348

See Table 2-2
for distribution

TABLE 2-4: WHERE ORDER PLACED BY INDUSTRY

EMPLOYER EXPECTATION	MAJOR	MINOR	TOTAL
Just send qualified people	49.2	47.4	48.9
Send large number for screening	2.7	8.4	6.3
Carefully screen	35.9	29.8	31.3
Do some screening	12.0	13.1	12.5
All other	5	2.2	3.1

N = 343

See Table 2-3
for distribution

TABLE 2-5:

EMPLOYER ESPECTATIONS BY MAJOR/MINOR ESTABLISHMENT

EMPLOYER EXPECTATION	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
Just send qualified people	47.6	65.7	52.1	43.1	41.4	60.0	58.7	42.9
Send large number for screening	11.5	7.7	3.3	4.7	4.5	11.4	11.1	2.0
Carefully screen	33.2	17.8	29.1	35.7	39.3	19.7	22.8	29.7
Do some screening	11.8	9.5	13.7	--	13.4	15.3	5.9	24.0

N = 343

See Table 2-2
for distribution

TABLE 2-6: EMPLOYER EPECTATIONS BY INDUSTRY

EMPLOYER EXPECTATIONS	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
Just send out people	73.9	72.8	36.3	55.3	66.2	44.0	46.9	56.6	42.1
Send large number for screening	--	15.2	3.2	7.2	7.3	2.7	29.5	8.6	--
Carefully screen	20.7	27.2	41.9	19.3	22.6	37.1	16.5	31.0	38.9
Do some screening	--	--	16.0	18.2	3.8	14.5	7.0	6.9	12.3
All other	5.4	--	5.3	.1	3.9	1.6	--	--	7.5
Total	2.5	3.4	27.9	20.9	4.6	9.5	6.3	12.2	12.7

N = 700
(exact count by
occupational category
not available, but
over 700)

Table 2-7: Employer Expectations by Occupation

ES PROVIDED DESIRED SERVICE	MAJOR	MINOR	TOTAL
ES provided desired service	77.7	62.7	68.1
ES provided additional service	12.3	6.3	8.1
ES sensitive to needs*	79.1	68.5	72.6

* Over 60% of those feeling ES was not sensitive stated that they didn't understand employer's needs.

See Table 2-1 for distribution

TABLE 2-8:

ES PROVIDED DESIRED SERVICE BY MAJOR/MINOR ESTABLISHMENT

ES PROVIDED DESIRED SERVICE	CON-STRUCTION	MANUFACTURING DURABLE	MANUFACTURING NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
ES provided desired service*	41.8	76.4	84.3	96.8	69.6	67.9	58.2	69.5
ES provided additional service	7.8	15.1	9.9	12.5	4.9	10.4	4.1	17.3
ES sensitive to needs**	53.6	80.6	89.6	85.3	69.3	72.0	70.0	77.8

See Table 2-2
for distribution

* Of the 58.2% feeling ES did not provide desired service, 78.5% said applicants not qualified and 18.9% said ES did not send enough referrals.

** Over 60% of those feeling ES was not sensitive stated that they didn't understand employer's needs.

TABLE 2-9: ES PROVIDED DESIRED SERVICE BY INDUSTRIAL TYPE

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
ES provided desired service	46.5	100	67.6	70.4	81.3	59.6	67.0	58.4	72.5
Quality of referrals as good as their other source	44.7	55.7	55.6	62.3	83.0	57.2	63.5	46.7	58.7
Could ES improve screening of referrals	37.6	15.4	42.1	37.3	17.0	61.9	16.8	41.1	46.7
ES was sensitive to needs	74.1	100	66.3	81.4	87.2	66.1	72.2	68.6	65.4

See Table 2-7 for distribution

TABLE 2-10: ES PROVIDED DESIRED SERVICE, QUALITY OF REFERRALS AS GOOD AS FROM OTHER SOURCES, ETC. BY OCCUPATIONAL AREA

	MAJOR	MINOR	TOTAL
Quality of referrals as good as from other sources	63.4	54.3	57.3
Referral not as good as from other source	34.9	33.3	33.9
No referrals	1.7	12.4	8.8

See Table 2-1
for distribution

TABLE 2-11:

QUALITY OF REFERRALS AS GOOD AS FROM OTHER SOURCES BY MAJOR/MINOR ESTABLISHMENT

	CON-STRUCTION	MANUFACTURING DURABLE	 NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Quality of referrals as good as from other sources	39.7	70.0	74.8	75.4	59.5	54.7	37.9	55.8
Referral not as good as from other source	58.1	28.1	22.0	24.6	29.5	29.9	50.6	26.8
No referrals	2.2	1.9	3.3	--	11.0	15.4	11.5	15.2

See Table 2-2
for distribution

TABLE 2-12: QUALITY OF REFERRALS AS GOOD AS FROM OTHER SOURCES BY INDUSTRY

WHY NOT AS GOOD AS OTHER SOURCES	MAJOR	MINOR	TOTAL
Unqualified	57.7	27.2	34.7
Unmotivated	9.8	12.1	11.3
Appearance	4.4	5.5	6.5
Conditions not met	2.2	3.9	3.4
Not enough and unqualified, un motivated, etc.	6.7	13.3	11.4
Unqualified and unmotivated, appearance, etc.	18.0	18.6	18.2
Other	1.2	19.3	14.4
Total	25.8	72.8	N = 147

TABLE 2-13:

WHY REFERRALS NOT AS GOOD AS FROM OTHER SOURCES BY MAJOR/MINOR ESTABLISHMENTS

	CON-STRUCTION	MANUFACTURING DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Unqualified	24.8	72.5	39.8	100.0	24.2	21.5	47.0	41.7
Unmotivated	30.8	--	34.6	--	8.0	--	10.3	0.6
Appearance	--	--	--	--	15.6	--	--	--
Conditions not met	--	8.4	--	--	1.4	20.0	--	13.4
Not enough and unqualified, unmotivated, etc.	--	--	--	--	8.7	8.9	--	--
Unqualified and unmotivated, appearance, etc.	39.1	12.3	20.2	--	21.5	--	4.7	13.1
Other	3.3	0.7	5.4	--	12.4	49.6	21.5	21.7

N = 147

Table 2-14: Why REFERRALS Not as Good as from Other Sources by Industrial Type

	MAJOR	MINOR	TOTAL
Could ES improve screening or service	38.3	40.2	38.9
			N = 343
How			
Understand employer	31.0	15.2	20.3
Learn to screen	74.6	57.6	63.1
Prepare Applicants	14.6	18.2	17.0
Force to work	.9	9.3	6.6
Send people	.6	14.4	9.9

TABLE 2-15:

ES SHOULD IMPROVE ITS SCREENING

BY MAJOR/MINOR MARKET ESTABLISHMENT

	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
Could ES improve screening or service	40.0	32.1	24.5	31.1	44.8	26.5	33.6	41.4
								N = 343
How								
Understand employer	37.9	30.5	33.9	--	16.6	60.9	--	29.6
Learn to screen	93.4	57.2	58.3	10.0	54	12.0	84.7	62.1
Prepare applicants	46.7	6.7	4.0	--	19.6	60.9	--	--
Force to work	2.9	--	--	--	11.5	--	3.3	--
Send people	--	16.2	6.6	--	9.8	27.1	15.3	7.3

TABLE 2-16: ES SHOULD IMPROVE ITS SCREENING BY INDUSTRIAL AREA

	Major Market Establishments	Minor Market Establishments	Overall
ES Hires	5.1	1.9	3.0
Other Hires	9.6	4.4	6.0

N = 343

TABLE 2-17: NUMBER OF ES AND OTHER-SOURCE HIRES BY MAJOR/MINOR ESTAB.

		MANUFACTURING						
	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
ES Hires	5.1	7.6	3.4	1.4	2.0	1.5	1.8	1.2
Other Hires	12.2	9.9	9.8	6.3	3.7	3.5	7.2	2.8

N = 343

TABLE 2-18: NUMBER OF ES AND OTHER-SOURCE HIRES BY INDUSTRIAL AREA

Percent Hired	Major-Market	Minor-Market	Overall
0	22.4	41.5	36.0
1-20	22.9	13.7	16.2
21-40	24.2	22.5	22.5
41-60	11.6	6.5	7.9
61-80	5.0	7.0	6.2
81-99	8.9	1.0	3.3
100	5.3	7.7	8.0

N = 343

TABLE 2-19:

PERCENT HIRED BY MAJOR/MINOR ESTABLISHMENT

		MANUFACTURING						
	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
0	29.1	27.0	17.1	70.4	34.7	36.8	47.9	44.3
1-20	11.9	24.1	21.4	12.9	15.9	--	14.4	12.2
21-40	26.7	16.9	27.4	2.2	25.8	36.1	13.6	11.3
41-60	5.0	13.4	25.1	--	3.3	11.4	7.7	8.7
61-80	10.4	3.3	4.6	.4	8.5	10.5	2.8	--
81-99	2.3	10.1	1.3	14.1	2.9	--	--	3.9
100	8.6	5.3	3.2	--	8.8	3.1	13.7	5.6

N = 343

TABLE 2-20: PERCENT HIRED BY INDUSTRIAL AREA

	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
0	70.3	43.7	43.0	38.3	9.4	40.8	29.3	18.3	33.8
1-20	14.2	--	15.6	9.1	38.2	23.5	10.5	29.4	11.3
21-40	5.9	30.4	16.4	24.5	18.6	15.9	26.7	24.7	38.5
41-60	3.3	--	4.6	6.5	26.0	13.7	23.2	10.2	1.6
61-80	.4	--	8.1	7.5	5.6	5.4	3.0	7.1	3.9
81-99	--	--	5.8	4.5	--	--	1.9	1.8	2.7
100	--	25.9	6.5	9.5	4.2	1.5	6.3	8.5	7.2

N 700

See Table 2-7

Table 2-21: Percent Hired by Occupational Area

PROBLEM WITH UNACCEPTABLE REFERRAL:	MAJOR	MINOR	TOTAL
Qualifications or skills	48.3	29.6	35.1
Appearance	6.6	6.4	6.3
Attitude	34.5	30.8	31.6
Experience	10.8	10.9	10.7
Meet special conditions	6.3	6.9	6.6
No problem, some just better than others	13.2	21.9	19.2
No referrals or all hired	6.6	16.5	14.1
Total	32.8	65.8	N = 340

TABLE 2-22:

PROBLEM WITH UNACCEPTABLE REFERRALS BY MAJOR/MINOR ESTABLISHMENT

PROBLEM WITH UNACCEPTABLE REFERRAL:	CONSTRUCTION	MANUFACTURING		TRANSPORTATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
Qualifications or skills	47.7	41.7	48.3	43.2	28.0	11.8	38.2	38.4
Appearance	--	3.8	6.4	--	10.4	--	2.8	5.9
Attitude	62.0	30.9	39.9	6.0	32.2	10.8	21.8	21.0
Experience	20.7	6.4	16.8	13.5	8.2	10.8	16.4	0.2
Meet special conditions	2.6	12.8	0.8	20.7	5.5	25.1	5.5	2.6
No problem, some just better than others	2.6	19.1	21.3	30.1	22.4	34.2	14.7	12.1
No referrals or all hired	2.4	3.9	2.3	0.0	17.1	23.9	21.4	21.7

N = 343

TABLE 2-23: PROBLEM WITH UNACCEPTABLE REFERRALS BY INDUSTRIAL AREA

MAIN PROBLEM WITH UNACCEPTABLE REFERRALS	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
Qualifications or skill	50.2	6.9	32.4	25.2	30.8	67.0	54.6	35.6	32.5
Appearance	2.2	--	12.1	8.6	--	--	7.6	--	2.4
Attitude	41.9	--	22.4	38.4	32.9	25.4	34.8	50.5	32.2
Experience	15.2	15.4	7.7	7.5	3.1	26.9	4.8	22.0	7.8
Meet condition	--	--	9.6	1.2	28.8	1.4	4.3	6.0	5.3
No problem	3.8	36.3	24.7	20.1	22.5	17.2	16.1	10.1	15.7
Too few or all hired	26.7	41.4	13.0	19.7	--	5.3	3.3	3.9	19.5

N = 700

See Table 2-7

TABLE 2-24: PROBLEM WITH UNACCEPTABLE REFERRALS BY OCCUPATIONAL AREA

APPRAISAL OF ES SERVICE	MAJOR	MINOR	TOTAL
Excellent	12.3	16.4	15.3
Good	30.1	30.7	30.7
Fair	35.8	20.8	7.0
Poor	13.8	18.2	16.4
Very Poor	8.0	14.0	11.7

N = 343

See Table 2-7

TABLE 2-25:

APPRAISAL OF ES SERVICE BY MAJOR/MINOR ESTABLISHMENT

APPRAISAL OF ES	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
Excellent	16.3	11.7	19.1	15.7	16.1	11.4	8.4	21.8
Good	9.1	38.9	32.0	39.7	22.7	40.5	54.0	36.9
Fair	22.1	25.7	36.0	36.9	32.2	21.9	13.9	6.2
Poor	41.4	17.7	10.5	7.8	14.3	5.8	6.2	27.6
Very poor	11.1	5.9	2.3	--	14.7	20.4	17.4	7.5

N = 343

See Table 2-2

Table 2-26: Appraisal by Industry

APPRAISAL OF ES	PROFESSIONAL	TECHNICAL & MANAGERIAL	CLERICAL & SALES	SERVICE	PROCESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
Excellent	17.1	--	15.4	18.3	16.4	11.7	9.5	21.3	13.4
Good	26.3	92.2	25.1	33.6	40.9	15.2	54.2	19.7	34.6
Fair	25.6	--	29.1	23.0	31.8	39.1	31.7	21.1	18.9
Poor	25.7	7.8	18.1	14.8	4.9	14.0	4.1	23.9	16.9
Very Poor	5.3	--	12.2	10.3	6.0	20.0	.4	14.1	16.2

N 700

See Table 2-7

Table 2-27: Appraisal by Occupation

	MAJOR	MINOR	OVERALL
Search was typical	86.9	82.2	83.0
How Not Typical:			
First time for job category	12.0	9.5	11.1
More reliance on ES	36.0	81.8	53.1
First time for ES	30.5	--	19.1
Less reliance on ES	21.6	--	13.5
Other	--	8.6	3.2

N = 343
See Table 2-1

TABLE 2-28: SEARCH TYPICAL OF EXPERIENCE BY MAJOR/MINOR

Recent Experience Compared with Before	MAJOR	MINOR	OVERALL
Same	71.3	71.8	71.2
Better	20.3	11.3	15.1
Worse	8.4	16.9	13.7
Will Use ES in Same* Way in Future	95.8	91.7	93.2

* Most answering they would not, complained of dissatisfaction (73.0%) with ES applicants (21.0%)

TABLE 2-29:
RECENT EXPERIENCE COMPARED WITH BEFORE
BY MAJOR/MINOR ESTABLISHMENT

		MANUFACTURING						
	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Same	91.0	78.7	75.9	88.7	60.9	92.2	72.8	68.5
Better	--	7.3	16.3	11.3	20.8	7.8	12.8	19.7
Worse	9.0	14.0	7.8	--	18.3	--	14.4	11.9

N = 343

See Table 2-2

TABLE 2-30: RECENT EXPERIENCE BY INDUSTRIAL AREA

	CON-STRUCTION	MANUFACTURING DURABLE	MANUFACTURING NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Percent feeling ES staff not competent	33.7	21.5	14.4	7.8	20.3	28.7	13.5	16.0
Major Areas Requiring Improvements								
None	11.5	50.4	63.2	27.5	40.5	52.1	46.4	46.8
Screening	82.1	33.7	18.8	48.				
Screening	82.1	33.7	18.8	48.6	32.6	9.9	49.9	38.6
Type applicants	9.6	7.0	2.1	6.2	6.7	5.1	9.6	.3
Understand employer	25.6	11.7	16.1	15.7	22.3	32.9	11.2	12.3
All other	10.3	6.3	10.7	5.6	15.3	38.1*	--	10.5

N = 343

* Made up equally of staff courtesy and make referrals show up.

TABLE 2-31: STAFF COMPETENT AND AREAS NEEDING IMPROVEMENT BY INDUSTRIAL AREA OF EMPLOYER

<table>
<tr><th rowspan="2">HOW ORDER PLACED</th><th rowspan="2">ES WAS SENSITIVE TO NEEDS</th><th colspan="5">OVERALL APPRAISAL</th></tr>
<tr><th>Excellent</th><th>Good</th><th>Fair</th><th>Poor</th><th>Very Poor</th></tr>
<tr><td>Just office</td><td>69.9</td><td>13.8</td><td>27.9</td><td>27.0</td><td>18.5</td><td>12.8</td></tr>
<tr><td>With specific person</td><td>81.1</td><td>20.9</td><td>38.3</td><td>23</td><td>8.6</td><td>9.1</td></tr>
<tr><td>WHAT EMPLOYER WANTED</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Send qualified people</td><td>79.9</td><td>14.1</td><td>36.2</td><td>24</td><td>13.8</td><td>11.3</td></tr>
<tr><td></td><td></td><td colspan="2">50.4</td><td></td><td colspan="2">25.1</td></tr>
<tr><td>Carefully screen</td><td>62.6</td><td>17.1</td><td>21.3</td><td>31.9</td><td>19.5</td><td>10.3</td></tr>
<tr><td></td><td></td><td colspan="2">38.4</td><td></td><td colspan="2">29.8</td></tr>
<tr><td>Just some screening</td><td>82.1</td><td>14.8</td><td>34.6</td><td>21.5</td><td>18.6</td><td>10.4</td></tr>
<tr><td></td><td></td><td colspan="2">49.5</td><td></td><td colspan="2">29</td></tr>
</table>

N = 343

TABLE 2-32: SENSITIVITY TO NEEDS AND OVERALL APPRAISAL BY HOW ORDER PLACED AND EMPLOYER DESIRES FROM ES

HOW ORDER PLACED	NO DIFFICULTIES STATING NEEDS	ES SENSITIVE TO NEEDS	APPRAISAL				
			EXCELLENT	GOOD	FAIR	POOR	VERY POOR
Just office	91.7	69.9	13.8	27.9	27	18.5	17.8
With specific person	94.6	81.1	20.9	38.3	23	8.6	9.1
WHAT EMPLOYER DESIRED							
Qualified people	--	79.1	14.7	36.2	24	13.8	11.3
Careful screening	--	62.6	17.1	21.3	31.9	19.5	10.3
Some screening	--	82.1	14.8	34.6	21.5	18.6	10.4

N = 343

TABLE 2-33:
HOW ORDER PLACED AND WHAT EMPLOYER DESIRED
BY VARIETY OF APPRAISAL MEASURES

JOB BANK CLUSTER	ES SENSITIVE TO NEEDS	ES PROVIDED DESIRED SERVICE	APPLICANTS AS GOOD AS FROM OTHER SOURCES	COULD ES IMPROVE SCREENING	APPRAISAL				
					EXCELLENT	GOOD	FAIR	POOR	VERY POOR
Within local office	77.1	73.5	59.6	35.3	18	32.5	26	15.9	7.7
					50.5			23.6	
External to local office	63.5	57.4	53.9	48.2	10	27.2	26.2	16.5	20.1
					37.2			36.6	

N = 343

TABLE 2-34: LOCATION OF JOB BANK BY APPRAISAL INDICATORS

OVERALL		SPECIAL PROGRAMS		ERR ACTIVITIES		JOB ORDER TAKING		JOB BANK	
		Yes	No	High	Low	Full J.B. Control	Partial J.B. Control	Outside L.O.	Inside L.O.
Excellent	15.3	8.7	17.2	16.6	13.2	17.6	13.2	10.0	18.0
Good	30.7	17.1	34.7	29.7	32.2	23.7	34.6	27.2	32.5
Fair	23.4	40.6	21.6	27.9	22.9	31.6	22.7	26.2	2.6
Poor	16.4	21.6	14.9	16.0	17.0	21.7	12.6	16.5	15.9
Very Poor	11.7	12.1	11.6	9.8	14.7	5.4	16.9	20.1	7.7

N = 343

TABLE 2-35: VARIOUS INDICATORS BY APPRAISAL

HOW ORDER PLACED	NO DIFFICULTIES STATING NEEDS	ES SENSITIVE TO NEEDS	TOTAL	APPRAISAL				
				EXCELLENT	GOOD	FAIR	POOR	VERY POOR
Local office	69.9	89.5	61.1	11.9	29.5	28.5	15.2	14.9
				41.4			30.1	
Job Bank	70.4	97.2	24.9	21.4	23.7	25.7	23.5	5.7
				45.1			29.4	
Local office and job bank	91.6	96.7	5.4	34.1	35.7	15.4	11.1	3.7
				69.8			14.8	

N = 343

TABLE 2-36: WHERE ORDER GIVEN BY APPRAISAL

SPECIAL PROGRAMS FOR BUSINESS COMMUNITY	VISITED ES OFFICE	ERR VISIT	ES SENSITIVE TO NEEDS	APPRAISAL				
				EXCELLENT	GOOD	FAIR	POOR	VERY POOR
Yes	21.9	34.5	70.5	13.1	17.1	40.6	21.6	12.1
No	33.1	42.2	73.2	17.2	34.7	21.6	14.9	11.6
ERR ACTIVITY								
Low	32.7	29.9	64.6	13.2	32.2	22.9	17.0	14.7
				45.4			31.7	
High	29.2	40.8	74.5	16.6	29.7	27.9	16.0	9.8
				46.3			25.8	

N = 343

TABLE 2-37: OUTREACH INDICATORS BY APPRAISAL

LAST USE OF ES	MAJOR	MINOR	OVERALL
Last year	57.2	29.7	33.9
One to two years	26.8	40.3	38.2
Three to four years	4.6	18.7	16.7
Five years or more	11.3	11.3	11.3
Total	12.1	87.9	N = 97

TABLE 2-39:

CURRENCY OF USE BY MAJOR/MINOR FOR PREVIOUS USERS

		MANUFACTURING						
LAST USE OF ES	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Last year	58.3	25.2	58.8	18.1	25.2	39.3	48.7	10.3
One to two years	19.0	61.6	4.4	42.0	44.1	29.9	43.7	35.3
Three to four years	--	--	25.2	--	22.6	30.9	--	28.3
Five years or more	22.7	13.2	11.7	34.8	8.1	--	7.7	26.2
Total	11.5	4.9	4.1	2.4	41.4	12.2	15.3	8.1

N = 97

TABLE 2-40: CURRENCY OF USE BY INDUSTRY FOR PREVIOUS USERS

MAIN REASONS ES NOT USED DURING STUDY PERIOD	MAJOR	MINOR	OVERALL
Many good applicants now	84.0	53.0	56.5
Bad experience	14.4	28.1	26.0
Present methods better	26.4	20.5	21.1
ES COULD IMPROVE	60.8	52.5	53.9
Improvement would make employer consider using ES	72.7	82.6	81.2
Of employers not stated improvement needed, percent willing to use again	75.7	69.5	70.8

N = 97

See Table 2-39

Table 2-41:

Reason for Non-Use During CIP by Major/Minor

MAIN REASONS ES NOT USED DURING STUDY PERIOD	CON-STRUCTION	MANUFACTURING DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Many good applicants now	60.3	62.1	42.9	81.9	55.6	40.2	72.6	44.1
Bad experience	23.6	15.0	16.2	18.1	33.4	46.8	2.8	23.3
Present methods better	31.5	15.8	2.4	2.0	26.0	13.1	9.8	32.7
ES COULD IMPROVE	51.7	59.3	43.2	85.5	50.3	57.6	62.1	33.5
Improvement would make employer consider using ES	44.4	76.6	90.0	64.3	92.2	64.6	88.3	100
Of employers not stated improvement needed, percent willing to use again	58.3	74.7	86.4	55.0	76.0	41.3	95.1	58.8 N = 97

Table 2-42: Reason for Non-User During CIP by Industry

	MAJOR	MINOR	OVERALL
Employer Would Use Again	73.9	75.3	75.1
Under What Conditions Would Use			
Labor market change	34.8	36.0	35.8
Change for skill need or certain position need	.8	17.8	5.6
Just as other source	36.6	26.4	28.1
If service better	--	6.3	5.2
If they sent me lists	18.3	8.5	10.1
All other	9.5	4.4	5.3
Why Not Use Again			
Don't have my type applicants or skill needs	77.9	58.3	61.8
Bad experience	49.0	57.3	55.8
Like present methods	--	25.1	20.6

N = 97

TABLE 2-43:

EMPLOYER WOULD USE THE ES AGAIN

BY MAJOR/MINOR

		MANUFACTURING						
	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Employer Would Use Again	93.2	84.3	81.5	79.2	68.2	35.2	93.6	79.8
Under What Conditions Would Use								
Labor market change	54.3	24.1	41.5	96.3	24.6	100	60.9	3.5
Change for skill need or certain position need	30.1	26.3	53.4	3.7	24.3	--	20.9	18.1
Just as other source	--	38.1	--	--	23.8	--	46.0	54.7
If service better	--	23.5	--	--	6.9	--	4.6	--
If they sent me lists	--	--	5.2	--	16.5	--	--	27.4
All other	--	--	--	--	8.9	--	--	14.3
Why Not Use Again								
Don't have my type applicants or skill needs	100	--	100	100	51.7	100	--	*
Bad experience	--	100	49.1	--	74.4	--	100	*
Like present methods	--	--	--	--	3.9	18.1	--	*

N = 97

* Not known

TABLE 2-44: EMPLOYER WOULD USE THE ES AGAIN BY INDUSTRIAL AREA

	MAJOR	MINOR	OVERALL
Employer Had Specific Positive Comments	(9.6)	(23.4)	(21.2)
What Liked			
Staff	1.5	5.9	5.2
Good effort considering applicants	14.3	7.1	8.3
Sent lots of referrals	--	4.8	4.1
Speed	.2	3.0	2.6
Good applicants	--	3.5	--
Special programs	7.1	3.0	3.6
Rapport	--	.8	.7
Employer Had Specific Negative Comments	(58.6)	(54.0)	(54.7)
What Disliked			
No rapport	1.3	--	.2
Quality of applicants	43.5	40.1	40.6
Procedures	20.8	13.3	14.5
Good for low skill only	5.2	.7	1.5
Deluged with applicants	--	5.4	4.5
Too slow or too few	--	6.8	5.7

N = 97
See Table 2-39
for distribution

TABLE 2-45

LIKES AND DISLIKES BY MAJOR/MINOR

	Major	Minor	Individual	Total
ES could improve and this would influence use.	57.5	57.6	0	56.0
Of those saying yes, in what way be improved:				
Better applicants	44.0	32.1		39.1
Better staff	11.8	8.1		8.8
Screening	28.9	45.6		42.9
Relate better	--	7.4		6.5
Send out list	11.8	5.1		5.9
Employer would use ES with Change				
unqualified yes	76.2	57.8		60.7
qualified yes	19.4	32.6		33.6
no	--	6.0		5.0

N = 97

TABLE 2-46:

ES COULD CHANGE AND THIS WOULD INFLUENCE USE

	MAJOR	MINOR	TOTAL
Problem placing order	24.0	11.0	12.4
ES sensitive to needs	72.5	59.4	60.5
Total	12.1	87.9	N = 97

TABLE 2-47: PROBLEM PLACING ORDER AND ES SENSITIVE TO NEEDS

	CON-STRUCTION	MANUFACTURING DURABLE	 NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
There were problems in placing orders	8.8	18.9	--	--	12.3	12.3	18.9	10.3
ES was sensitive to needs	56.1	56.2	69.5	20.2	56.1	59.7	68.6	86.9
Quality of referrals compared with other sources								
Better	--	--	--	--	4.0	9.0	15.1	--
Worse*	16.0	54.1	51.1	100	59.8	69.2	53.8	29.8
Same or no opinion	84.0	45.9	48.9	--	36.2	21.8	31.1	70.2

N = 97

* Main problems were attitude (44.8%) and qualifications (37.4%)

TABLE 2-48: PREVIOUS USE OF ES BY INDUSTRY

		MANUFACTURING							
	CON-STRUCTION	DURABLE	NON-DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE	TOTAL
Almost all	--	--	--	--	--	--	--	--	--
More than half	--	--	--	--	--	--	--	--	--
Less than half	8.8	28.1	25.2	14.5	31.9	14.8	41.3	3.2	27.6
Almost none	91.2	71.9	74.8	85.5	68.1	85.2	58.7	96.8	72.4

N = 97

TABLE 2-49: PREVIOUS ES HIRING BY INDUSTRY

		MANUFACTURING							
	CON- STRUCTION	DURABLE	NON- DURABLE	TRANSPOR- TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE	TOTAL
Almost all	15.4	--	--	--	1.7	--	9.1	--	4.1
More than half	--	6.3	25.2	--	13.3	--	17.4	9.4	10.7
Less than half	65.2	23.7	8.0	20.8	22.6	14.8	29.1	18.4	27.2
Almost none	19.4	70.0	66.8	77.2	62.3	85.2	44.4	82.2	58.0

N = 97

TABLE 2-50: PERCENTAGE OF REFERRALS HIRED BY INDUSTRY

	MAJOR	MINOR	OVERALL
EMPLOYER HAS HEARD OF ES	86.0	55.4	58.7
WHERE			
Common knowledge	55.6	56.8	56.7
Personal observation	39.2	19.2	21.7
All other	5.2	24.0	21.6
WHAT EMPLOYER FEELS IS ES PURPOSE			
Serve UI (find jobs)	21.7	33.5	32.0
Serve everyone (find jobs)	--	23.3	20.5
Find jobs, unspecified	49.6	11.8	16.4
For casual labor	--	2.4	2.1
To help the helpless	8.6	17.2	16.2
Provide unskilled	.4	13.0	11.5
Like PEA	16.6	1.4	3.2
Not sure	3.0	4.1	4.0
Total	9.0	91.0	N = 138

TABLE 2-51

EMPLOYER OPINIONS OF ES BY MAJOR/MINOR ESTABLISHMENTS FOR NON-USERS

	CON-STRUCTION	MANUFACTURING DURABLE	MANUFACTURING NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
EMPLOYER HAS IDEAS OR OPINIONS ABOUT ES	77.0	24.0	75.2	43.0	55.5	66.4	66.1	40.5
WHERE								
Commonknowledge	65.6	22.1	59.3	*	54.8	73.9	56.9	28.6
Personal observation	11.4	46.4	7.7	*	22.3	13.9	24.8	33.4
All other	23.0	34.5	33.0	*	22.9	12.2	18.3	38
WHAT EMPLOYER FEELS IS ES PURPOSE								
Serve UI (find jobs)	35.2	28.9	25.2	*	36.3	44.6	18.2	23.0
Serve everyone (find jobs)	4.8	39.6	--	*	31.8	12.2	27.7	7.1
Find jobs unspecified	13.5	--	--	*	14.7	13.9	24.1	19.7
For casual labor	11.1	--	--	*	--	--	--	--
To help the helpless	23.0	--	7.7	*	8.3	--	30.0	35.1
Provide unskilled	3.1	--	54.7	*	2.1	29.3	30.0	15.1
Like PEA	9.4	--	12.3	*	--	12.2	--	--
Not sure	--	31.5	--	*	8.0	--	--	--

N = 138

* Too few observations.

TABLE 2-52: EMPLOYER OPINIONS OF ES BY INDUSTRY FOR NON-USERS

MAIN REASON FOR NON-USE	MAJOR	MINOR	INDIVIDUAL	OVERALL
Doesn't need or nothing to do with type establishment	74.6	74.8	100	75.4
ES doesn't have qualified or motivated people	21.8	11.1	--	12
Barriers, e.g., union	--	2.3	--	2.0
Other	--	7.6	--	6.7
N.A.	3.6	4.2	--	4.0

N = 138

TABLE 2-53:

NEED FOR ES BY MAJOR/MINOR ESTABLISHMENTS FOR NON-USERS

		MANUFACTURING						
MAIN REASON FOR NON-USE	CON-STRUCTION	DURABLE	NON DURABLE	TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
Doesn't need or nothing to do with type establishment	54.5	*	100	*	92.0	100	34.6	86.7
ES doesn't have qualified or motivated people	25.0	*	--	*	--	--	40.8	5.7
Barriers, e.g., union requirements	10.0	*	--	*	--	--	--	--
Other	10.5	*	--	*	--	--	10.4	--
N.A.	--	*	--	*	5.7	--	--	7.7

N = 138

* Too few to classify

TABLE 2-54: NEED FOR ES BY INDUSTRY FOR NON-USERS

	MAJOR	MINOR	OVERALL
Employer never considered using ES	70.8	87.4	86.2
Why never considered			
Easy to find help	65.4	36.5	38.4
Other methods	8.7	43.6	42.0
Barriers, e.g., union	23.7	4.2	5.6
ES has poor quality people	.8	17.6	16.1
All other	2.8	4.1	3.9

N = 138

TABLE 2-55:

WHY EMPLOYER NEVER CONSIDERED ES

BY MAJOR/MINOR ESTABLISHMENTS

	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
Employer never considered using ES	74.9	100	87.7	*	90.5	88.5	70.3	96.0
Why never considered								
Easy to find help	12.5	42.4	74.6	*	34.4	28.2	44.9	51.2
Other methods	45.1	56.1	43.5	*	43.5	29.7	33.7	44.1
Barriers, e.g., union	42.4	--	--	*	--	--	--	--
ES has poor quality referrals	24.4	--	6.6	*	12.1	46.3	12.0	12.5 N = 138
All other	--	7.6	--	*	2.3	--	8.1	--

TABLE 2-56: WHY EMPLOYER NEVER CONSIDERED ES BY INDUSTRY

	MAJOR	MINOR	OVERALL
EMPLOYER HAD CONSIDERED USE OF ES BEFORE	29.2	12.6	13.8
EMPLOYER IS SATISFIED WITH RECRUITMENT METHODS	87.0	95.2	94.5
METHOD COULD BE IMPROVED	23.1	5.0	6.4
EMPLOYER WOULD NOT USE ES UNDER ANY CIRCUMSTANCES	46.1	68.6	67.0

TABLE 2-57:

DEGREE OF SATISFACTION WITH PRESENT RECRUITMENT METHODS AND POSSIBILITY OF ES USE IN FUTURE

	CON-STRUCTION	MANUFACTURING		TRANSPOR-TATION	WHOLESALE/ RETAIL	FINANCE	SERVICE	PROFESSIONAL SERVICE
		DURABLE	NON DURABLE					
EMPLOYER IS SATISFIED WITH RECRUITMENT METHODS	87.9	100	100	100	96.2	100	85.4	100
METHOD COULD BE IMPROVED	--	12.2	9.2	--	4.7	9.2	19.4	4.5
EMPLOYER WOULD NOT USE ES UNDER ANY CIRCUMSTANCES	76.7	71.1	85.0	*	77.3	55.2	58.7	38.1**

N = 138

* Too few to rate.

** Of the professional service willing to use ES (61.9%), most (64%) said only if applicants wouldn't be found by other sources or only as last resort.

TABLE 2-57: DEGREE OF SATISFACTION WITH PRESENT RECRUITMENT METHODS, AND POSSIBILITY OF ES USE IN FUTURE

	ES Users During CIP	Previous Users but not during CIP	Never Used ES
Location			
Knows location --	84.5	76.3	43.8
Location matters --	9.2	4.4	5.2
Has visited office --	31.6	30.5	9.6
ERR has visited employer	40.4	28.7	5.7
Appearance matters to employer	11.6	14.6	6.0
N =	343	97	148

TABLE 2-58:
LOCATION AND OTHER FACTORS BY THE
DEGREE OF USE OF THE ES

	PROFESSIONAL	TECHNICAL AND MANAGERIAL	SECRETARIAL AND CLERICAL (INCLUDING ACCOUNTING)	SALES	ALL OTHER OCCUPATIONS
Use of PEA by occupation	9.7	3.7	51.0	13.9	21.7
Principal Reasons Used PEA for Occupation					OVERALL*
Screening	35.4	48.4	54	40.1	43.7
Previous good experience	32.1	--	16	9.9	19.5
Speed	--	--	2.3	--	7.3
All other	32.5	51.6	27.7	50**	29.5

N = 70

* Reasons varied too much by occupation to combine for the 21.7% other occupations. The overall category is for all occupations.

** Predominantly the reason was they just happened to be in the right place at the right time.

TABLE 2-59:

USE OF PRIVATE AGENCIES BY OCCUPATIONAL AREA

WHO PAYS FEE	PROFESSIONAL AND TECHNICAL	CLERICAL	SERVICE	ALL OTHER	OVERALL
Applicant	62.8	54.3	61.9	90.2	60.8
Employer	23.9	23.8	--	7.0	20.1
Both	13.3	21.9	38.1	2.8	19.1

N = 70

Table 2-60: Who Pays Fee -- Employer or Applicant

	PROFESSIONAL	TECHNICAL AND MANAGERIAL	CLERICAL	SERVICE	ALL OTHER	OVERALL
Agency meets expectations	96.6	48.4	75.7	51.7	86.9	77.1*
How PEA Experience is Classified						
Overall excellent	47.5	--	42.9	.9	**	39.5
For selected applicants category	48.6	48.4	20.4	10.9	**	27.9
Good applicants available	3.9	51.6	20.4	7.9	**	17.0
Of no value	--	--	11.7	80.3	**	12.2
All other	--	--	4.6	--	**	3.3

N = 70

* Of the 22.9% not meeting expectations, the three principal complaints were screening, overselling applicants, and amount of fee.

** Not computed.

TABLE 2-61: APPRAISAL OF THE PRIVATE AGENCY BY OCCUPATION

COMPARISON BETWEEN PEA AND EMPLOYMENT SERVICE	PROFESSIONAL, TECHNICAL AND MANAGERIAL	CLERICAL	OVERALL
PEAs more employer oriented	13.3	8.4	10.1
PEA better for category	56.4	60.5	56.3
Applicants pay, more interested in job	--	5.0	4.7
About same	13.8	11.4	11.6
ES applicants better, they don't pay fee	--	2.2	2.9
ES better, no fee	--	2.2	3.9
ES better, general	13.8	4.2	4.9
No opinion	6.3	4.3	5.6

N = 70

TABLE 2-61A: COMPARISONS BETWEEN ES AND PRIVATE AGENCIES

	MALE		FEMALE	
	Overall	Placed	Overall	Placed
Reason for going to ES:				
To get a job	59.6	95.6	65.4	90.6
UI/Food Stamps	37.6	3.8	31.6	7.3
Other	2.8	.6	3.0	2.1
Received service wanted	69.6	82.3	64.0	94.2
Received additional service	22.6	26.1	22.7	26.5
Number of visits to ES:				
One	18.2	21.2	20.6	25.9
Two	15.2	23.4	18.7	13.7
Three	14.6	18.8	12.4	9.1
Four	10.6	4.2	10.0	20.2
Five & over	41.5	32.5	31.3	31.1
Visited more than one office	15.1	9.2	10.0	9.6
Made telephone contacts with ES	28.9	33.7	36.5	55.7
Used Job Bank	61.9	52.8	56.5	47.2
Went to ES solely to check Job Bank	70.6	73.0	60.5	60.1
Tried to get a listed job	62.2	80.9	53.0	85.5
Got job listed	4.8*	22.2	11.2*	28.9
Received tests	10.9	22.9	17.4	38.1

TABLE 2-62A:

EXPERIENCES BY SEX OF APPLICANT

	MALE		FEMALE	
	Overall	Placed	Overall	Placed
Reason for telephone contact:				
Follow-up on referral	3.5	7.6	7.6	15.4
Job referral	25.1	33.8	17.5	25.0
Call in for interview	21.6	39.7	12.3	18.7
Call about job	47.2	53.4	52.1	47.9
Follow-up on placement	3.3	3.0	2.1	6.3
All other	21.1	5.7	24.6	10.4

TABLE 2-62B:

EXPERIENCES BY SEX OF APPLICANT

	MALE		FEMALE	
	Overall	Placed	Overall	Placed
Received training or education	22.3	21.8	11.4	12.8
Referred to counseling	23.5	24.2	17.2	24.4
Given general job information	41.1	48.8	30.9	57.5
Given job interview instruction	17.2	14.2	13.0	29.0
Referred to other program or agency	8.2	14.0	4.8	1.1
N=	483		340	

TABLE 2-62C:
EXPERIENCES BY SEX OF APPLICANT

	MALE		FEMALE	
	Overall	Placed	Overall	Placed
Had a specific job in mind at time first went to ES	76.3	74.5	81.3	95.6
Previous experience in area	91.5*	92.1	85.9*	87.3
ES understood type of job wanted	92.8*	93.2	94.4*	98.8
ES suggested a different job area	36.2*	31.4	26.0*	23.5
Reason why ES suggested change:				
Bad job market	64.8**	73.1	54.9**	43.3
No experience	2.9**	3.5	9.5**	6.5
All other	33.3**	23.4	35.6**	50.3
N=	483		340	
N*=	373		285	
N**=	132		181	

TABLE 2-62D:

EXPERIENCES BY SEX OF APPLICANT

			MALE		FEMALE	
	Overall	Placed	Overall	Placed	Overall	Placed
Received job referral	44.8	83.3	47.1	76.0	41.4	93.8
Why no referrals:						
No jobs	56.3*	46.4	58.4*	48.4	53.6*	32.7
No jobs for respondent	17.6*	14.9	19.4*	17.0	15.2*	--
Didn't like job	8.4*	5.6	9.4*	--	7.1*	43.7
All other	17.7*	33.1	12.3*	34.6	14.1*	23.6
Referral was to kind of job wanted	67.3*	73.4	63.4*	66.8	73.5*	81.2
Received specific name and address	90.0*	99.4	90.5*	98.8	89.3*	100
ES made specific appointment	56.7*	70.0	54.8*	66.9	59.8*	73.7
Respondent kept appointment	77.6*	98.3	76.7*	100	78.9*	96.4
Of those keeping appointment, received job from referral	35.3**	77.0	32.3**	73.8	39.6**	80.8
N=	820					
N*=	374		226		151	
N**=	305		190		119	

TABLE 2-62E: EXPERIENCES BY SEX OF APPLICANT

	WHITE		MINORITY	
Reason for going to ES:	Overall	Placed	Overall	Placed
To get a job	59.1	95.4	69.8	87.8
UI/Food Stamps	38.2	3.3	26.3	11.1
Other	2.7	1.3	3.6	1.1
Received service wanted	70.2	92.8	59.1	74.6
Received additional service	22.4	26.5	23.4	23.6
Number of visits to ES:				
One	20.0	23.2	16.8	22.4
Two	16.8	17.3	16.4	23.9
Three	12.8	17.0	16.9	10.5
Four	9.9	10.5	10.7	12.1
Five & over	40.6	32.0	39.2	31.2
Visited more than one office	11.6	10.6	12.5	5.0
Made telephone contacts with ES	31.8	42.5	31.2	42.0
Used Job Bank	60.7	56.6	57.2	51.5
Went to ES solely to check Job Bank	65.3	60.8	69.8	84.5
Tried to get a listed job	53.6	82.6	72.7	82.2
Got job listed	5.7	28.6	10.0	24.3
Received tests	11.3	28.2	21.5	31.3

TABLE 2-63A:

EXPERIENCES BY RACE OF APPLICANT

Reason for telephone contact:	WHITE Overall	WHITE Placed	MINORITY Overall	MINORITY Placed
Follow-up on referral	4.4	6.8	8.0	19.7
Job referral	24.4	30.1	13.9	29.2
Call in for interview	18.3	30.7	12.4	20.0
Call about job	48.8	54.4	50.4	36.3
Follow-up on placement	3.8	6.8	--	--
All other	21.8	8.0	24.3	5.9

TABLE 2-63B:

EXPERIENCES BY RACE OF APPLICANT

	WHITE		MINORITY	
	Overall	Placed	Overall	Placed
Received training or education information	14.7	12.6	28.7	28.5
Referred to counseling	19.3	23.2	25.4	26.2
Received General Job Information	35.7	54.3	38.9	46.5
Given job interview instruction	14.2	16.9	19.4	29.7
Referred to other program or agency	6.2	7.6	8.1	7.6
N=	483		340	

TABLE 2-63C:
EXPERIENCES BY RACE OF APPLICANT

	WHITE		MINORITY	
	Overall	Placed	Overall	Placed
Had a specific job in mind at time first went to ES	80.7	79.6	71.6	90.9
Previous experience in area	91.1*	89.4	84.1*	91.9
ES understood type of job wanted	93.0*	94.4	94.5*	98.6
ES suggested a different job area	29.9*	26.5	37.1*	29.7
Reason why ES suggested change:				
Bad job market	61.0**	68.2	58.7**	45.0
No experience	4.1**	--	9.0**	14.0
All other	34.9**	31.8	32.3**	41.0
N=	483		340	
N*=	373		285	
N**=	132		181	

TABLE 2-63D

EXPERIENCES BY RACE OF APPLICANT

			WHITE		MINORITY	
	Overall	Placed	Overall	Placed	Overall	Placed
Received job referral	44.8	83.4	44.5	84.1	45.2	81.7
Why no referrals:						
No jobs	56.3*	44.8	55.9	53.1	55.5	28.0
No jobs for respondent	17.6*	15.3	19.3	22.8	13.8	--
Didn't like job	8.4*	5.7	9.4	8.5	4.7	--
ES said would call later			15.4		26	
All other						
Referral was to kind of job wanted	67.3*	73.1	67.8	70.7	66.8	79.0
Received specific name and address	90.0*	99.3	90.7	100	88.8	97.7
ES made specific appointment	56.7*	69.6	55.4	59.0	58.9	71.1
Respondent kept appointment	77.6*	98.3	76.5	97.6	82.8	100
Of those keeping appointment, received job from referral	35.3**	77.3	34.8	79.9	36.9	71.0
N=	820		596		205	
N*-	374					
N**=	305					

TABLE 2-63E: EXPERIENCES BY RACE OF APPLICANT

	HIGHEST GRADE COMPLETED		
	0-8	9-11	12 or Over
Reasons for Going to ES	52.6	63.3	62.3
Get job	52.6	63.3	62.3
UI	45.9	35.1	34.2
Other	1.5	1.6	3.5
Received service	61.7	65.0	68.7
Use job bank	33.6	61.7	61.4
(placed)	(24.8)	(48.5)	(60.1)
Tried to get listed job	50.1	58.1	59.4
(placed)	(100)	(71.4)	(84.2)
Of those who tried got job	4.0	15.1	5.1
Received tests	14.0	9.9	14.7
(placed)	(7.8)	(23.7)	(33.3)
Received training or education	15.2	14.5	19.1
(placed)	(12.8)	(20.7)	(18.2)
Referred to counseling	10.6	20.2	21.8
(placed)	(0)	(21.2)	(28.1)
Received general job information	34.2	37.1	37.6
(placed)	(37.0)	(55.8)	(53.5)

TABLE 2-64A:

EXPERIENCES BY EDUCATION OF APPLICANT

	HIGHEST GRADE COMPLETED		
	0-8	9-11	12 or Over
Sought specifc job	80.1	71.4	80.5
(placed)	(100)	(72.8)	(84.0)
Previous experience in job sought	90.7	83.6	90.2
(placed)	(100)	(75.3)	(91.8)
Suggested new job area	17.4	30.2	43.8
(placed)	(12.8)	(28.4)	(29.7)
Received referral	14.9	38.5	49.1
(placed)	(48.4)	(86.8)	86.3
(unplaced)	(7.4)	(30.5)	(43.0)
Referred to kind of job wanted	70.1	70.1	66.4
(placed)	(51.1)	(60.2)	(78.6)
(unplaced)	(100)	(75.1)	(62.4)
Kept interview	100	68.1	77.3
(placed)	(100)	(100)	(97.7)
(unplaced)	(100)	(67.2)	(70.5)
Of those who kept interview			
Got job	49.8	50.2	32.2
(placed)	(83.8)	(70.0)	(78.5)
(unplace)	(0)	(26.9)	(11.1)

TABLE 2-64B:

EXPERIENCES BY EDUCATION OF APPLICANT

	AGE GROUPS 20 OR LESS	 21-30	 31-40	 41-50	 51 OR MORE
Reason for going to ES					
To get job	71.9	64.6	56.7	47.8	50.0
UI/FS	23.7	31.8	42.4	49.1	49.9
Other	4.4	3.6	.9	3.1	.1
Received service wanted	68.4	65.1	67.5	64.8	77.9
Received additional service	25.5	26.9	14.1	18.6	14.8
Number of visits to ES:					
One	22.0	18.9	18.3	18.4	16.5
Two	28.5	16.2	9.1	8.9	12.0
Three	7.7	12.0	26.3	13.0	14.9
Four	11.6	9.1	10.3	12.6	11.0
Five or over	30.3	43.8	45.6	45.6	45.6
Visited more than one office	10.5	10.9	23.2	10.3	3.0
Made telephone contacts W/ES	32.3	32.8	28.6	36.2	27.1
Used job bank	58.4	64.1	60.8	60.5	41.4
Went solely to check job bank	61.1	72.0	71.1	56.5	53.0
Tried to get a listed job	56.0	62.7	61.3	35.5	61.3
Got listed job	11.1	6.2	8.4	--	--
Received tests	20.4	13.0	11.8	7.5	10.8

TABLE 2-65A:

EXPERIENCES BY AGE OF APPLICANT

	20 OR LESS	21-30	31-40	41-50	51 OR MORE
Received training or education info.	27.4	17.7	13.3	15.7	6.6
Referred to counseling	26.2	23.6	16.2	15.4	11.5
Given general job information	46.7	39.0	34.0	24.2	24.8
Given job interview instruction	25.7	14.1	13.4	7.8	10.4
Referred to other program or agency	6.1	9.4	4.8	4.0	2.7
Had a specific job in mind at time first went to ES	71.5	77.0	85.5	91.1	75.9
Previous experience in area	74.7	89.8	95.5	95.0	96.8
ES understood type of job wanted	95.4	93.8	94.4	84.4	98.0
ES suggested a different job area	48.6	35.0	16.9	23.6	19.9
Reason why ES suggested change					
Bad job market	38.4	69.3	57.3	76.3	90.8
No experience	5.1	5.6	--	12.1	--
All other	56.5	25.1	42.7	11.6	9.2

TABLE 2-65B:

EXPERIENCES BY AGE OF APPLICANT

	AGE GROUPS				
	20 OR LESS	21-30	31-40	41-50	51 OR MORE
Received job referral	50.3	48.2	35.9	34.9	39.9
Why no referrals					
No jobs	49.4	57.0	58.7	56.4	60.0
No jobs for R'	31.9	19.1	12.2	18.5	23.5
Didn't like job	13.7	9.5	1.3	11.7	4.4
All other	5.0	14.4	27.8	13.4	12.1
Referral was to kind of job wanted	61.7	65.8	70.2	76.5	78.6
Received specific name and address	87.7	87.6	100	95.0	93.0
ES made specific appointment	49.4	64.9	50.4	50.0	47.4
Respondent kept appointment	75.6	80.4	72.3	84.3	68.7
Of those keeping appointment, received job from referral	41.1	22.7	34.9	16.4	13.7

TABLE 2-65C:

EXPERIENCES BY AGE OF APPLICANT

	PROFESSIONAL AND TECHNICAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOUS
Reason for going to ES:								
To get job	59.6	64.2	69.4	80.2	53.8	61.7	57.4	59.4
UI/Food Stamps	33.4	31.7	29.2	19.8	44.4	37.4	38.6	40.3
Other	7.0	14.1	1.4	--	1.8	.9	4.0	.3
Recieved service wanted	67.6	67.8	63.7	54.2	73.7	66.9	70.0	66.8
Used job bank	67.8	61.6	51.7	68.4	52.2	62.0	58.1	59.1
Tried to get job	39.5	65.4	62.7	80.1	52.3	52.0	78.2	50.3
Obtained job	5.0	4.7	20.4	--	8.4	6.7	5.9	.8
Wanted specific job at first visit	90.3	87.5	72.8	72.5	78.9	68.4	72.8	66.2
ES suggested try other work	30.2	29.5	26.8	54.2	15.6	37.0	32.9	45.5

TABLE 2-66A: EXPERIENCES BY OCCUPATION OF APPLICANT

	PROFESSIONAL AND TECHNICAL	CLERICAL & SALES	SERVICE	PROC-ESSING	MACHINE TRADE	BENCH WORK	STRUCTURAL WORK	MISCELLANEOU
Received referrals	99.1	55.1	36.0	32.5	37.2	27.2	49.0	40.5
Kept Interview	68.7	79.7	83.5	87.8	79.5	66.4	71.1	84.6
Of those keeping appointment, received job	22.2	33.7	48.9	24.4	47.2	42.6	28.4	37.5
Overall evaluation of ES								
Very useful	13.4	19.0	10.1	22.3	18.2	15.1	13.1	11.6
Useful	46.1	51.3	57.0	59.6	41.3	41.3	48.1	44.1
Not very useful	22.3	16.7	14.8	6.4	27.9	37.2	21.3	30.4
Useless	18.2	13.1	18.0	11.7	12.5	6.4	17.5	13.9
Would use ES again	81.6	87.6	86.6	96.8	89.1	95.7	81.9	89.6

TABLE 2-66B: EXPERIENCES BY OCCUPATION OF APPLICANT

OFFICE CHARACTERISTICS	REFERRED	REFERRED AND PLACED	OVERALL PLACEMENT RATE
Staff Size			
Small(11-20)	39.5	33.9	13.4
Large(21-52)	48.4	20.3	9.8
Program Size			
Less than 11,000 applicants	45.8	26.8	12.2
11-15,000 applicants	41.5	27.7	11.5
Over 15,000 applicants	47.6	21.9	10.4
Minority Applicants			
Low (3-21%)	50.7	22.4	11.4
Medium (25-36%)	42.9	28.8	12.3
High (40-61%)	43.7	29.7	10.8
Administrative Services Delivered			
Low (4-6%)	42.7	36.1	15.4
Medium (7-10%)	43.7	20.1	9.6
High (11-18%)	43.5	22.0	9.6
Placement Rates			
Low (7-11%)	41.3	22.3	9.7
Medium (12-17%)	45.8	26.8	12.3
High (18-23%)	54.3	27.8	15.1

TABLE 2-67:

PLACEMENT RATE BY ES VARIATIONS

OFFICE CHARACTERISTICS	REFERRED	REFERRED AND PLACED	OVERALL PLACEMENT RATE
Assignment to interviewers			
By DOT code	43.7	25.1	11.4
At random	47.8	21.3	11.6
Extra interviewer effort			
Yes	47.4	21.0	1.0
No	43.6	27.7	12.1
Use of J.I.S.			
Restricted	50.9	26.8	13.6
Open	41.8	25.7	10.7
No J.I.S.	49.0	22.4	11.0
Satellite Office			
Existent	41.9	31.9	13.3
Non-existent	46.4	22.8	10.6

TABLE 2-67(CONTINUED):
PLACEMENT RATE BY ES VARIATIONS

	Overall	Placed	Overall	Placed	Overall	Placed
Had opinion about office	44.4	41.6	46.7	47.3	41.1	33.4
Generally positive	23.8	42.8*	19.5	37.3*	30.3	53.6*
Generally negative	9.0	18.8*	21.4	28.4*	15.3	--
Long lines	26.9	23.7*	25.2	24.6	29.3	22.0
All others	30.3	14.7	33.9	9.7	25.1	24.4
Overall Appraisal of ES:						
Very useful	15.1	36.5	13.5	27.7	17.3	49.2
Useful	48.1	44.2	45.2	44.0	52.4	44.4
Not very useful	22.1	15.3	26.0	22.4	16.5	5.0
Useless	14.7	4.0	15.3	5.8	13.8	1.4
Will use ES for future searches	87.3	95.3	87.4	93.0	87.0	98.5
Average number of times used ES before	1.7 (includes 43.6%never using ES)	2.6 (includes 32.2%never using ES before)	1.8 (includes 44.9%never using ES)	2.9 (includes 32.5%never using ES)	1.5 (includes 40.6%never using ES before)	2.3 (includes 32.1%never using ES before)
Ever received a job from ES before	22.2	46.5	21.9	40.5	22.5	57.9
When last used:						
This year	18.5	27.9	19.7	33.9	16.9	19.6
One to two years	21.2	21.6	23.2	18.2	18.6	26.4
Over two years	60.3	50.4	57.1	48.0	74.5	54

TABLE 2-68:

APPRAISAL OF SERVICE AND PREVIOUS USE BY SEX & PLACEMENT

			WHITE		MINORITY	
	Overall	Placed	Overall	Placed	Overall	Placed
Had opinion about office	44.0	41.1	47.8	45.1	33.1	31.4
Generally positive	23.8	42.4	24.9	47.1	18.7	26.8
Generally negative	18.8	18.4	18.4	14.0	20.3	31.4
Long lines	26.5	24.4	23.7	20.5	38.4	37.6
All others	30.9	24.8	33	28.4	22.6	4.2
Overall Appraisal of ES:						
Very useful	15.3	36.4	17.2	41.3	9.6	24.5
Useful	48.4	44.5	47.2	44.4	21.2	25.6
Not very useful	21.6	15.6	21.8	11.8	17.3	5.2
Useless	14.7	3.6	13.8	2.9	17.3	5.2
Will use ES for future searches	87.2	95.8	86.6	95.2	88.8	97.4
Average number of times used ES before	1.7 (includes 43.6% never using ES)	2.6 (includes 32.2% never using ES before)	1.6 (includes 43.8% never using ES)	2.4 (includes 38.5% never using ES)	1.9 (includes 42.9% never using ES)	3.2 (includes 17.1% never using ES)
Previous ES Placement	22.1	46.3	19.9	47.6	29.1	43.1

TABLE 2-69:

APPRAISAL OF SERVICE AND PREVIOUS USE BY RACE & PLACEMENT

OVERALL EVALUATION OF ES:	20 OR LESS	21-30	31-40	31-50	51 OR MORE
Very useful	12.4	15.5	12.4	15.1	23.5
Useful	49.6	44.9	50.8	51.3	51.3
Not very useful	21.4	23.9	21.8	22.5	15.2
Useless	19.0	15.8	15.0	11.1	10.0
Would use ES again	86.4	86.2	87.9	83.0	97.0

	HIGHEST GRADE COMPLETED		
EVALUATION	0-8	9-11	12 or Over
Very useful	11.8	16.9	14.9
Useful	42.1	44.0	49.7
Not very useful	34.2	24.5	20.5
Useless	11.9	14.6	15.1

TABLE 2-70:

EVALUATION OF SERVICE BY AGE & EDUCATION

			MALE		FEMALE	
Prior service was	Overall	Placed	Overall	Placed	Overall	Placed
Better	24.5	21.6	25.1	22.6	23.6	19.6
Worse	10.8	4.6	13.3	5.2	7.3	3.4
Same	64.7	73.9	61.6	72.3	69.0	35.8
Suggestions for Improvemnt						
Nothing	24.3	29.2	21.7	20.3	27.9	41.7
List more jobs	6.7	1.1	6.9	--	6.6	2.6
List better jobs	5.4	14.8	5.2	17.1	5.7	11.6
See to it jobs not filled	.3	.7	.1	.3	.7	1.1
More staff	9.6	6.4	10.3	10.1	8.5	1.1
Job matching	4.3	5.8	5.5	9.2	2.6	1.2
More job info	5.8	6.6	8.0	11.4	2.7	
All other responses	43.6	35.6	42.3	31.4	45.3	40.7

Table 2-71:

Comparison of Prior Service and

Suggestions for ES by Sex

			WHITE		MINORITY	
Prior service was	Overall	Placed	Overall	Placed	Overall	Place
Better	25.4	21.8	24.0	11.9	28.9	35.4
Worse	9.8	3.5	11.0	6.1	6.7	--
Same	64.8	74.7	65.0	82.0	64.4	66.6
Suggestions for improvement						
Nothing	24.6	29.7	25.1	29.6	23.2	30.1
List more jobs	6.7	1.1	5.6	.7	9.7	2.1
List better jobs	5.5	14.6	5.7	16.5	4.9	10.0
See to it jobs not filled	.3	.7	.3	1.0	.3	0
More staff	9.5	6.5	10.5	7.9	6.7	3.2
Job matching	4.1	5.9	3.7	2.3	5.4	14.6
More job info	5.6	6.7	6.5	7.0	3.1	6.1
All other responses	43.7	34.8	42.6	35.0	46.7	33.9

TABLE 2-72:

COMPARISON OF PRIOR SERVICE AND

SUGGESTIONS FOR IMPROVEMENT BY RACE

OFFICE CHARACTERISTICS	VERY USEFUL	USEFUL	NOT VERY USEFUL	USELESS
Staff Size				
Small(11-20)	15.1	50.8	17.1	17.1
Large(21-52)	15.0	46.8	24.9	13.3
Program Size				
Less than 11,000 applicants	13.4	46.8	21.9	17.9
11-15,000 applicants	12.9	51.1	20.3	15.7
Over 15,000 applicants	18.8	45.1	24.3	11.7
Minority Applicants				
Low (3-21%)	16.4	42.7	29.3	11.5
Medium (25-36%)	15.1	51.3	18.4	15.2
High (40-61%)	14.1	48.6	19.9	17.2
Administrative Services Delivered				
Low (4-6%)	13.5	48.3	19.2	17.2
Medium (7-10%)	18.3	46.7	24.8	11.3
High (11-18%)	11.4	50.5	21.3	16.9
Placement Rates				
Low (7-11%)	17.3	48.3	21.5	12.9
Medium (12-17%)	13.3	48.4	22.3	16.4
High (18-23%)	13.7	46.3	24.2	15.8

TABLE 2-73:

EFFECT ON APPRAISAL BY ES VARIATION

OFFICE CHARACTERISTICS	VERY USEFUL	USEFUL	NOT VERY USEFUL	USELESS
Assignment to interviewers				
By DOT code	14.5	46.6	24.3	14.6
At random	16.7	51.7	16.8	14.8
Extra interviewer effort				
Yes	18.9	46.5	22.6	12.1
No	12.7	48.9	21.9	16.1
Satellite office				
Existent	13.5	51.2	18.1	15.6
Non-existent	15.2	46.9	23.6	14.3

Table 2-73(continued):

Effect on Appraisal by ES Variation

	MALE	FEMALE	OVERALL
How Long Ago When Last Checked with ES			
Up to 3 years	44.9	44.0	44.5
More than 3 years	55.1	56.0	58.5
Reasons First Went to ES			
UI/Food Stamps	14.6	23.6	18.2
Get job	66.8	70.7	68.4
No fee	15.2	3.9	10.6
Other	7.4	1.9	2.8
Wanted job	99.8	100	99.9
Obtained desired help	77.5	33.9	61.3
What Results			
Job	81.6	18.4*	67.3
Interviews	18.4	81.6	32.7

N=

* For women, 58% said no jobs and and additional 30.1% said no good jobs or no jobs in my field.

TABLE 2-74A:

USE OF ES BY PREVIOUS USERS

	MALE	FEMALE	OVERALL
Used job bank	47.4	86.7	64.1
Went to office simply to check job bank	66.5	68.5	67.6
Tried to get listed job	61.5	64.6	63.3
Got job from job bank	2.9	3.3	3.1
Received:			
Tests	25	17.6	21.9
Counseling	40.1	12.3	28.9
Job infromation	42.5	45.2	43.6
Referral to other agency	--	4.3	1.8

TABLE 2-74B:

USE OF ES BY PREVIOUS USERS

	MALE	FEMALE	OVERALL
Had a specific job in mind	66.5	89.9	64.3
Previous experience in job area	100	78.7	90.6
ES understood job wanted	82.9	76.8	87.1
ES suggested other work area	25.8	38.2	31.3
Why			
Bad market	54.9	69.1	63.5
No experience	--	11.9	7.2
Other	45.1	18.9	27.2
Received job referrals	69.1	35.5*	55.4
If referred, it was to kind of job wanted	92.9	80.2	89.6
Kept interview	99.4	92.6	97.7
Obtained job	72.9	25.1	61.1

* For women, the primary reason was "no jobs available," 62.9%.

TABLE 2-74C:

USE OF ES BY PREVIOUS USERS

	MALE	FEMALE
Has heard of Employment Service	66.9	77.2
Knows to help get job	75.5*	72.4*
Why never used:		
Job through friend	5.6	3.1
Get job on own	32.0	24.1
No real need; or never bothered; or not desperate	34.3	32.7
Bad experience or bad publicity	14.5	11.8
Don't have type of work wanted	2.6	6.7
They charge fee	--	1.2
All other	11.0	20.4

TABLE 2-75:

OPINION OF ES AND REASON FOR NON-USER BY NON-USER

PERCENT STATING STATEMENT IS TRUE

ATTITUDINAL QUESTIONS	Overall	Education		
		0-8	9-11	12 or ov
Considering the job market, the employment service does about as well as can be expected.	78.5	81.5	80.2	77.8
The employment service provides useful information even when it can't provide specific jobs.	65.4	73.2	66.9	64.4
The workers at the employment service are not very interested in your job needs.	29.4	32.0	33.4	27.9
The employment service workers are courteous to their clients.	85.3	92.8	83.6	85.0
The employment service workers are too busy to take care of you properly.	35.6	41.1	35.4	34.9
The staff at the employment service are good at getting people jobs.	43.5	53.9	41.5	43.1
The employment service is a good place for people like you to find work.	46.1	46.2	48.8	45.3

TABLE 2-76: ATTITUDE OF ES-- OVERALL AND BY EDUCATION

	PERCENT STATING STATEMENT IS TRUE			
		Education		
ATTITUDINAL QUESTIONS	Overall	0-8	9-11	12 or over
The main reason the employment service can't help you is that employers don't list good jobs with them.	51.9	53.2	55.0	50.9
The employment service is a good place for some people to find work.	92.8	89.9	92.0	93.1
The employment service is mostly for people who have been laid off.	41.0	52.7	45.2	38.8
Your chance of getting a job is better if an employer knows the employment service sent you.	51.2	53.9	60.6	48.4
The employment service is in a neighborhood where you would rather not go.	14.5	12.7	11.6	15.5
The employment service isn't open any hours when I can get there.	12.8	8.8	16.6	12.1
It's hard to get to the employment service office because public transportation isn't convenient.	16.2	20.6	20.2	14.6
When you go to the employment service they keep you waiting too long.	45.9	53.2	52.1	43.5

TABLE 2-76(CONTINUED) ATTITUDE OF ES--OVERALL AND BY EDUCATION

ATTITUDINAL QUESTIONS	PERCENT STATING STATEMENT IS TRUE			
	MALE		FEMALE	
	Overall	Placed	Overall	Placed
The main reason the employment service can't help you is that employers don't list good jobs with them.	55.4	62.9	46.8	53.6
The employment service is a good place for some people to find work.	93.3	94.4	92.1	91.2
The employment service is mostly for people who have been laid off.	43.4	42.7	37.6	19.9
Your chance of getting a job is better if an employer knows the employment service sent you.	49.9	58.5	53.2	57.2
The employment service is in a neighborhood where you would rather not go.	13.1	15.7	16.6	7.1
The employment service isn't open any hours when I can get there.	12.1	14.0	13.9	4.3
It's hard to get to the employment service office because public transportation isn't convenient.	17.3	21.2	14.6	11.6
When you go to the employment service they keep you waiting too long.	46.7	44.6	44.7	23.5

TABLE 2-77: ATTITUDE OF ES BY SEX AND PLACEMENT

ATTITUDINAL QUESTIONS	PERCENT STATING STATEMENT IS TRUE			
	MALE		FEMALE	
	Overall	Placed	Overall	Placed
Considering the job market, the employment service does about as well as can be expected.	76.5	68.6	81.3	95.9
The employment service provides useful information even when it can't provide specific jobs.	67.6	58.9	62.5	76.6
The workers at the employment service are not very interested in your job needs.	30.4	36.1	28.0	11.1
The employment service workers are courteous to their clients.	85.1	85.0	85.6	97.2
The employment service workers are too busy to take care of you properly.	39.5	43.9	29.8	5.0
The staff at the employment service are good at getting people jobs.	39.0	54.9	50.1	87.5
The employment service is a good place for people like you to find work.	40.6	58.4	54.0	86.0

TABLE 2-77(CONTINUED): ATTITUDE OF ES BY SEX AND PLACEMENT

ATTITUDINAL QUESTIONS	PERCENT STATING STATEMENT IS TRUE			
	WHITE		MINORITY	
	Overall	Placed	Overall	Placed
Considering the job market, the employment service does about as well as can be expected.	80.7	78.8	73.1	84.9
The employment service provides useful information even when it can't provide specific jobs.	65.8	67.4	63.0	61.4
The workers at the employment service are not very interested in your job needs.	29.1	19.8	82.3	91.0
The employment service workers are courteous to their clients.	86.6	90.3	82.3	91.0
The employment service workers are too busy to take care of you properly.	34.9	27.3	35.1	28.9
The staff at the employment service are good at getting people jobs.	45.2	72.3	41.5	60.5
The employment service is a good place for people like you to find work.	46.3	74.6	47.8	60.1

TABLE 2-78: ATTITUDE OF ES BY RACE AND PLACEMENT

	PERCENT STATING STATEMENT IS TRUE			
	WHITE		MINORITY	
ATTITUDINAL QUESTIONS	Overall	Placed	Overall	Placed
The main reason the employment service can't help you is that employers don't list good jobs with them.	51.7	56.0	53.7	65.5
The employment service is a good place for some people to find work.	92.8	94.3	92.7	89.7
The employment service is mostly for people who have been laid off.	42.9	34.1	34.4	31.4
Your chance of getting a job is better if an employer knows the employment service sent you.	47.8	55.5	60.6	63.6
The employment service is in a neighborhood where you would rather not go.	16.1	13.3	9.7	10.5
The employment service isn't open any hours when I can get there.	12.6	10.0	13.2	10.6
It's hard to get to the employment service office because public transportation isn't convenient.	16.3	15.1	13.9	21.5
When you go to the employment service they keep you waiting too long.	45.1	36.3	46.4	35.3

TABLE 2-78(CONTINUED): ATTITUDE OF ES BY RACE AND PLACEMENT

ATTITUDINAL QUESTIONS	PERCENT STATING STATEMENT IS TRUE							
	Professional and Technical	Clerical and Sales	Service	Processing	Machine Trades	Bench Work	Structural Work	Miscellaneous
Considering the job market, the employment service does about as well as can be expected.	72.8	81.0	78.7	90.8	87.4	86.0	72.4	72.9
The employment service provides useful information even when it can't provide specific jobs.	53.1	62.2	72.1	77.3	72.8	60.7	68.2	69.9
The workers at the employment service are not very interested in your job needs.	27.4	24.5	31.7	28.4	25.6	30.9	37.9	33.1
The employment service workers are courteous to their clients.	87.2	89.2	85.9	92.3	85.7	79.5	82.7	79.6
The employment service workers are too busy to take care of you properly.	37.0	31.9	29.4	35.3	34.0	36.3	43.1	40.5
The staff at the employment service are good at getting people jobs.	30.5	50.4	40.9	60.6	50.4	51.4	39.0	38.2
The employment service is a good place for people like you to find work.	28.0	53.3	43.5	54.7	55.4	53.4	39.1	44.6
N=	122	221	89	22	76	52	85	124

TABLE 2-79: ATTITUDE OF ES BY OCCUPATION (ALL APPLICANTS)

PERCENT STATING STATEMENT IS TRUE

ATTITUDINAL QUESTIONS	Professional and Technical	Clerical and Sales	Service	Processing	Machine Trades	Bench Work	Structural Work	Miscellaneous
The main reason the employment service can't help you is that employers don't list good jobs with them.	56.2	50.5	42.5	65.1	48.1	52.7	61.1	50.5
The employment service is a good place for some people to find work.	95.6	93.9	89.7	87.0	91.2	95.1	94.4	91.2
The employment service is mostly for people who have been laid off.	40.8	36.2	37.3	21.4	48.9	33.5	59.7	28.6
Your chance of getting a job is better if an employer knows the employment service sent you.	45.0	49.0	61.3	39.6	53.7	56.6	49.2	50.2
The employment service is in a neighborhood where you would rather not go.	17.3	17.0	9.6	--	15.1	14.5	15.7	12.8
The employment service isn't open any hours when I can get there.	15.3	9.5	5.9	12.8	15.8	15.9	23.7	17.6
It's hard to get to the employment service office because public transportation isn't convenient.	9.2	16.1	15.9	7.5	24.6	18.0	15.8	18.1
When you go to the employment service they keep you waiting too long.	41.5	41.9	38.9	49.3	40.6	48.7	61.0	51.8
N=	122	221	89	22	76	52	85	124

2-79(CONTINUED): ATTITUDE OF ES BY OCCUPATION (ALL APPLICANTS)

	PERCENT BELIEVING STATEMENT IS TRUE			
	GENERAL POPULATION		HIRED BY ES LISTING FIRMS	
ATTITUDINAL QUESTIONS	Male	Female	Male	Female
The employment service is a good place for people like you to find work.	54.8	64.6	41.9	55.2
The main reason the employment service can't help you is that employers don't list good jobs with them.	37.0	32.6	46.4	29.3
The employment service is mostly for people who have been laid off.	44.3	57.1	68.8	37.1
Your chance of getting a job is better if an employer knows the employment service sent you.	37.7	39.8	43.4	44.2
The employment service is in a neighborhood where I'd rather not go.	19.0	28.2	7.2	11.8
The employment service isn't open any hours when I can get there.	19.8	15.6	29.9	10.5
It's hard to get to the employment service office because public transportation isn't convenient.	20.2	19.2	24.6	5.5
When you go to an employment service office, they keep you waiting too long.	37.0	38.9	44.5	21.0

TABLE 2-80: ATTITUDE OF ES OF NON-USERS BY SEX

ATTITUDINAL QUESTIONS	PERCENT BELIEVING STATEMENT IS TRUE							
	Professional and Technical	Clerical and Sales	Service	Processing	Machine Trades	Bench Work	Structural Work	Miscellaneous
The employment service is a good place for people like you to find work.	41.5	66.6	65.9	47.0	50.0	65.7	45.4	61.1
The main reason the employment service can't help you is that employers don't list good jobs with them.	48.5	23.9	38.5	33.9	50.2	--	34.0	28.9
The employment service is mostly for people who have been laid off.	61.5	42.4	51.2	68.9	65.4	9.2	55.9	44.8
Your chance of getting a job is better if an employer knows the employment service sent you.	37.8	25.4	47.2	51.1	7.6	52.9	48.5	34.4
The employment service is in a neighborhood where I'd rather not go.	16.1	39.5	24.2	--	21.6	9.2	9.7	15.2
The employment service isn't open any hours when I can get there.	7.8	12.4	30.9	15.0	2.6	9.2	31.3	15.2
It's hard to get to the employment service office because public transportation isn't convenient.	11.0	37.2	11.5	38.9	12.0	44.0	17.4	3.6
When you go to an employment service office, they keep you waiting too long.	16.3	24.3	52.9	79.2	45.0	28.5	40.0	21.5

TABLE 2-81: ATTITUDE OF ES OF NON-USERS BY OCCUPATION FOR ALL NEW EMPLOYEES IN AREA

ATTITUDINAL QUESTIONS	PERCENT BELIEVING STATEMENT IS TRUE							
	Profes-sional and Technical	Clerical and Sales	Service	Proc-essing	Machine Trades	Bench Work	Struc-tural Work	Miscella-neous
The employment service is a good place for people like you to find work.	31.2	47.6	51.4		58.4	63.9	8.7	81.4
The main reason the employment service can't help you is that employers don't list good jobs with them.	8.5	25.1	44.6		46.5	58.0	31.2	54.0
The employment service is mostly for people who have been laid off.	56.2	41.3	55.2		57.9	35.4	81.3	37.2
Your chance of getting a job is better if an employer knows the employment service sent you.	13.6	56.7	47.2		51.6	68.3	--	60.7
The employment service is in a neighborhood where I'd rather not go.	--	28.0	8.2		8.5	--	4.1	14.1
The employment service isn't open any hours when I can get there.	12.0	13.6	14.8		31.1	--	79.3	14.1
It's hard to get to the employment service office because public transportation isn't convenient.	8.3	10.6	14.5		27.4	--	29.1	37.1
When you go to an employment service office, they keep you waiting too long.	13.9	29.7	39.0		47.7	--	77.8	39.1

TABLE 2-82: ATTITUDE OF ES OF NON-USERS BY OCCUPATION
FOR ALL EMPLOYEES HIRED BY ES-LISTING ESTABLISHMENTS

APPENDIX B:
STUDY DESIGN AND METHODS

APPENDIX B: STUDY DESIGN & METHODS

This appendix discusses the design for the Study of the job search, recruitment and the USES. Since a study design is more a collection of different topics and procedures than a unified, self explanatory document, this introduction will serve as a preparatory introduction to the detailed topics which follow in the body of the appendix.

B.1 OVERVIEW OF THE STUDY DESIGN

The study of job search, recruitment and the USES was to serve two purposes: (1) to develop methods which could answer a broad range of questions about the role of the employment services in labor markets, including an estimation of productivity and penetration, and (2) to measure, through application of the design, the activity of the employment service in modest cities (100,000 to 250,000 population). Questions of the following type were to be answered:

- What class of job seekers is the employment service now serving?
- What class of employers is the employment service now serving?
- What is the relative role of the employment service in overall search methods used by job seekers and employers?

- What specifically was the ES used for, and to what degree did the ES meet the needs of employers and job seekers?
- To what extent are ES users representative of the general class of employers and employees in the local area, and to what extent has the ES penetrated the overall labor exchange activity?
- For those employers and job seekers who do not use the ES, why is it not used, and:
  - to what extent is the "non-use" due to established (or required) search methods unlikely to change?
  - to what extent due to poor past experience with ES?
  - to what extent due to a need that ES presently does not meet, but could meet?
  - to what extent due to lack of knowledge of ES?
- Do office operations, structure, etc., influence the use or role of the ES?*

These questions cover not only a broad range of employment service operations but also activities of employers and job seekers -- in other words, the entire labor exchange mechanism in each community. Not surprisingly, information from a variety of sources was needed to form a comprehensive picture of these exchange activities:

- Detailed information about the labor markets of each community
- Detailed information about the employment service and its operations

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* This was the only question not specifically answered by the study because of the way in which employers distributed over the cities.

- Detailed information about the job search methods employed by persons in the communities
- Detailed information about the recruitment methods of employers in the communities
- Detailed information about the role of the ES in the methods employed, and opinions about its effectiveness.

And, the development of these areas of information requires that one determine from whom the information is to be obtained (the sample design) and how it is to be collected (the instruments).

B.1.1 THE SAMPLE DESIGN

There are three different levels of sampling involved in developing the set of data necessary to represent the role of the ES in any given universe of communities: (1) the selection of a representative set of communites (i.e., labor markets and ES activities) from the universe, (2) the sample of employers in each community so that in the aggregate they represent hiring (recruitment) activity in the universe, and (3) the sample of employees and job seekers so that they represent, again in the aggregate, the universe of job search behavior. For the specific application of the design to small communities, the scope of the study called for a sample of 20 cities to represent the potential universe of 97, a sample of 600 employers to represent recruitment activities, and a sample of 2000 employees, job finders, and job seekers to represent job search activities.

B.1.1.1 Selection Of The Cities

Unlike many studies which require only that the selection of primary units be done in such a way that data can be recombined to represent the universe to some reasonable degree of accuracy, the study of ES users and non-users is designed to test very specific hypotheses about the relative influence of ES operations and community environment on ES penetration and ES productivity. Because of this, the sample design was not restricted to ensuring that whatever is found is representative of the universe itself; rather, the design was required to represent from the outset (in the right combination) certain specific characteristics of the cities and the ES offices which were believed important to the test of the hypotheses.

To achieve such a complex design, considerable information had to be obtained about the entire universe, and a procedure developed to group the cities by common characteristcs. After some consideration of possible factors of importance, a manageable set of variables was agreed on,* and a clustering algorithm used to group the cities by common environmental and labor characteristics. Five "homogeneous" strata resulted from the clustering.

Once the cities had been grouped, the next step was to ensure that within each common stratum, a range of office types would be available for study. This was accomplished by "ranking" the cities within each stratum according to the service profiles of the offices in the areas. The information considered was intake, percent minority intake, number of technical service, referrals to training, number of JD contacts, placement from JD, placement after counseling, number of referrals, and number placed. The actual ranking considered the deviations from the norm for total technical services (a proxy for services provided by inhouse staff: counseling, testing, job information, etc.), the ratio of job developments to intake (a proxy for some measure of employer contact) and the ratio of placements to intake (a measure of "success" in finding jobs for applicants). With the universe of cities grouped to represent five homogeneous clusters according to environmental characteristics, each of the service characteristics was given a weight of 2, 1, 0, -1, or -2, depending on the degree of deviation, positive or negative, from the norm for all members of the cluster. With the range being from 6 to -6, cities within each cluster were listed in order of rank and a systematic random sample was selected.**

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* The factors considered were: whether city was core of the SMSA or not, its size, the size of the SMSA, the dispersion of ES offices, the rate of change of city size (1960-70), the percent minority group, the median income, the percent under the poverty level, the consumer buying power index, the percent work force less than one year H.S., the unemployment rate, and the work force and industrial mix (mining, contract construction, manufacturing, transportation and public utilities, wholesale and retail trade, finance insurance and real estate, services, and government.

**The cities selected were: Baton Rouge, LA; Trenton, NJ: Glendale, CA; Youngstown, OH; Riverside, CA; Portsmouth, VA; Columbus, GA; Yonkers, NY; Springfield, MO; Ft. Lauderdale, FL; St. Petersburg, FL; Chattanooga, TN; Spokane, WA; South Bend, IN; Cambridge, MA; Lexington, KY; Hammond , IN; Greensboro, NC; Topeka, KS; and Charlotte, NC.

5.1.1.2 SELECTION OF EMPLOYERS AND JOB SEEKERS

Once the cities had been grouped by common characteristics and a selection made according to the range of ES activity, the next step was to select the sample of employers and job seekers in such a way that one could obtain an adequate representation of overall recruitment and job search, as well as a specific analysis of the role of the ES in this activity.

No simple sample of employers or job seekers could satisfy all these objectives. To try to determine who uses the employment service, what role the employment service plays in the job search (or recruitment), required a complex sample design selected from several sources.

The study design called for interviews with 600 employers (an average of 30 per site) and 2,000 job seekers (an average of 100 per site). Out of this sample it would be important to have a good distribution of persons who used the employment service and who did not, as well as some way to link the methods used by employers to find employees with the methods used by job seekers to find work. Because of the expected low penetration rate of the employment service in most areas,* the sample was divided into two major parts:

(1) a sample of employers and employees which would represent, in general, the work force in the areas visited.**

(2) a sample of employers and job seekers known to have used the employment service.

The first sample would be obtained by selecting a random sample of employers from the ES 202 reporting system. This reports all UI covered employment in the sampled areas and provides a comprehensive listing of all non-governmental activity except for certain exempt non-profit corporations.

From the ES 202 listing, a working file of approximately 150 establishmetns was selected in each area, structured by major/minor-market and manufacturing/non-manufacturing establishments. Employers included in the working file were called to determine if they had hired anyone within the last six months. If they had, they were included in the sample of employers with at least one hire during this period and were asked to participate in the study. If the establishment had not made a hire, it was not included in the universe, and a call was made to another establishment within the same cluster (major-market/manufacturing, major-market/non-manufacturing, minor-market/manufacturing, and minor-market/non-manufacturing). The tally of establishments not making hires within the last six months was maintained to determine the incidence of hiring activity among establishments within each cluster.

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* It was 25 percent for employers and 28 percent for job seekers.

** Except for federal, state, and local government employment which are not properly a part of the study.

A total of 360 establishments (18 per site) was selected in this way, providing the base information on overall hiring activity for covered employers, regardless of whether they used the employment service or not. From this sample the general recruitment of employers and the relative degree to which the employment services played a role in employee search could be determined.

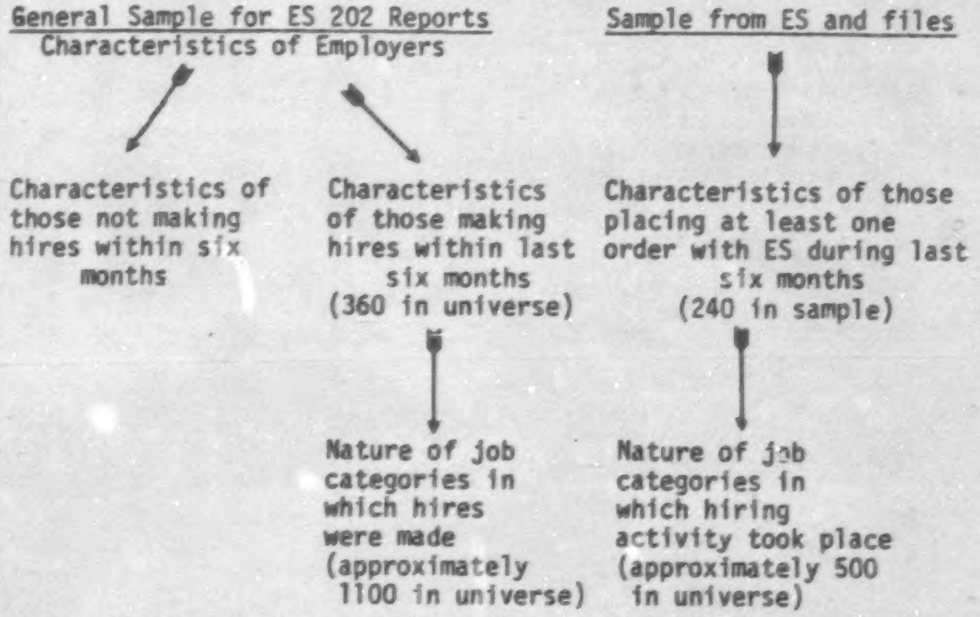
Since the incidence of ES usage was expected to be in the 15 to 25 percent range, a second random sample of approximately 240 employers who placed orders with the employment service within the last six months was also selected. These employers provided the base data on employers who used the employment service and supplemented the expected 50 to 100 employers who used the employment service from the general sample. The structure of the employer sample is as shown in Figure B-1.

To obtain the sample of job seekers, two sources were used:

(1) A random sample of employees hired by employers in the sample who obtained work within the last six months.

(2) A sample of job seekers who applied for work with the employment service.

The first sample was obtained by having employers provide the names, addresses, phone numbers, and critical personal data about hires during the last six months. For all but the largest employers, all hires were requested. Larger employers were asked to find a representative number of new hires from their personnel files who obtained employment. This sample constituted the working file of those who obtained employment and was organized by type of employer, occupation, and age of employee (over 30/under 30). A proportional random sample was selected from the file. Where persons could not be located, they were replaced by another candidate from the same cluster. Overall, approximately 1,150 employees were selected for this sample, approximately 600 from those employers selected from the ES 202 sample and 550 from those selected from the ES job order files.



General Sample for ES 202 Reports
Characteristics of Employers

Sample from ES and files

Characteristics of those not making hires within six months

Characteristics of those making hires within last six months (360 in universe)

Characteristics of those placing at least one order with ES during last six months (240 in sample)

Nature of job categories in which hires were made (approximately 1100 in universe)

Nature of job categories in which hiring activity took place (approximately 500 in universe)

FIGURE B-1: Structure of Employer Sample

To ensure an adequate sample of persons who used the employment service, an additional sample of 800 applicants was randomly selected from the ES files of open and closed applications.*

B.1.2 THE INSTRUMENTS AND INTERVIEWING PROCEDURES

Two sets of instruments, in addition to the outline of ES office topics, were developed and used: the employer schedule and the job seeker/employee questionnaires.

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* Initially, an oversample (the working file) was drawn to account for those who cannot be located.

The employer schedule was designed so that the interviews with employers could be achieved through personal, open-ended, informal sessions to encourage the employer to be open about his needs and success in finding employees. In fact, the instrument itself did not have to be used in the interview provided adequate notes were taken. To this end, the "questions" in the schedule were directed to the interviewer to remind him of the information to be obtained. Neither the actual wording of the questions nor the sequence of questions was specified.

Since such open-ended interviewing can only be successful with highly trained interviewers who are thoroughly familiar with the instruments, the study, general labor exchange systems, and the employment service, only professional Camil staff were used for the employer interviews. The information they obtained was as follows:

- A profile of the companies (developed in part from the interview and in part of ERR records).
- A description of general hiring (recruitment) policies of the establishment and firm.
- A detailed description of the recruitment activities employed. The list was the same as that asked of employees, and similar to the list employed in the Job Finders Survey.
- Specific information about the use of private employment agencies if they were involved in the search.
- Specific information about the experience with the employment service, if it was involved in the search.
- General information about the role of the employment service in the establishments' recruitment of employees.
- Information about why the employment service was not used during the specific search, or in general.

All specific information was related directly to the search for employees in specific occupations so that job seeker and employer patterns can be related.

The job-seeker/employee questionnaries were designed to be administered by telephone, and were highly structured, with but a few open-ended responses. The specific areas of information covered were:

- employment/unemployment status of respondent
- specific job search activities engaged in to look for work (or to find sampled employment)
- detailed information about the experiences with the ES during job search
- general information about other experiences with the ES
- detailed information about other experiences with the ES for those not using it during the specific search
- general information about why the ES was not used for those not using it during the search, or at all
- standard opinion questions about the ES
- background and demographic information

Three separate versions of the questionnaires are required: (1) for those sampled from ES offices who obtained employment, (2) for those sampled from ES offices whose employment status is not known, and (3) for those sampled from employers.

B.2 SOURCES FOR CITY CHARACTERISTICS

Normally, in a study of this nature, little information is required of the universe itself. Either a simple random sample of cities is drawn from the universe, or a simple stratification is developed based on two or three variables: size, unemployment, and geographic area. The representation of other characteristics is assumed to take care of itself. For the study of job search and recruitment, however, this technique could not be followed because of the complexity of and unknown interaction between internal and external factors and outcome variables of interest.

It is certain that, to a large extent, ES productivity, whether defined simply in terms of placement rate or in terms of more complex measures, e.g., penetration into the local market, must be influenced by some combination of environmental factors, operations, resource allocations, conditions of the labor market, etc. However, no one is quite sure just what affects what, and intuition proves, as it frequently does in research, to be an unreliable guide.* Therefore, a major effort was made to structure a sample of cities by common characteristics.

B.3 SELECTION OF THE CITIES

Since a sample of 20 cities from an eligible universe of 89 was to be selected for the study, if a representative sample were all that was desired, it would have been possible to draw a simple random sample and have it done with. The distribution of characteristics of the sample would have been similar enough to the distributions observed in the tables (described in Section Two) to be certain that the overall findings were representative of the universe of small cities.

Our problem was, however, more complex than simply to obtain a set of cities so that the results would represent, to some degree of confidence, the attitudes, perceptions, and expectations of ES users and non-users in all small cities. First, it was important to control, from the outset, for the external environmental factors of cities and to see how the cities grouped in terms of common characteristics. This was essential for two reasons:

(1) To understand the distribution of environmental factors across the cities prior to the field work.

(2) To be certain that varying office types would be available for study within each stratum so that hypotheses about the relative impact on ES usage of environmental versus office characteristics could be tested.

To achieve both objectives, a cluster analysis technique was used to group the cities into homogeneous strata, and a systematic sample then taken of offices by characteristic within each stratum.

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* For example, in the early AUERBACH study of the ES's services to disadvantaged, the researchers found that the higher the local unemployment rate, the higher the productivity. There has been some similar evidence of this phenomenon in a study of the MAS system by IBRC and of ESARS data by E. F. Shelly. Intuition would, of course, lead one in the other direction.

B.3.1 INTRODUCTION TO THE CLUSTERING TECHNIQUE

The first step, the cluster analysis is used to group cities which are similar with respect to the selected criteria of interest, Table B-1, i.e., to develop clusters of cities having high internal homogeneity and high external heterogeneity. The reason for adopting a clustering approach to meet this objective is that stratification always involves ranges of variables and cutoff values. Therefore, when two or more variables are considered for stratification it is possible (and, indeed it frequently happens) that two objects (cities) are extremely close with respect to all variables and yet lie in different strata because of the strata definitions. Thus, the primary purpose of stratification (i.e., to reduce the sample variation) is not achieved. Clustering can overcome this problem if a similarity measure or "distance" measure between cities can be defined to represent the proximity of cities in the multidimensional space of city profiles discussed earlier.

B.3.2 PROXIMITY MEASURE

The proximity of, or distance between, cities in the universe of cities being considered can be described by means of several available proximity measures. One large family of measures or metrics is known as the l_p metrics, defined as follows:

Let $d(C_x, C_y)$ = the distance between city C_x and city C_y, with

$C_x = (x_1, x_2, \ldots, x_m)$ and

$C_y = (y_1, y_2, \ldots, y_m)$ being the city profile vectors containing m city characteristics, i.e., the x_i's and y_i's would be the unemployment rates, city size, etc. corresponding to the cities.

Then $d(C_x, C_y) = [\sum_{i=1}^{m} |x_i - y_i|^p]^{1/p}$ where p is some positive number.

TABLE B-1

Definition of City Characteristics Used in the Clustering Algorithm

1. State Code
2. Labor Area
3. City Code
4. Card Code
5. City Size
6. SMSA Size

EMPLOYMENT SERVICE AND CITY (SMSA) CHARACTERISTICS

7. Number of Offices

8. to 22. Function of Office, Number ES activities, Activities (allowance for five combinations based on function of office)

23. Total Staff
24. Other Associated Offices
25. Change Rate of City (1960-1970)
26. Percent Minority Group (City)
27. Percent Minority Group (SMSA)
28. Median Income (in dollars)
29. Percent Under Poverty Level
30. Consumer Buying Power Index
31. Core City (0 or 1)

WORK FORCE INDUSTRIAL MIX

32. Work Force Less than One Year High School (Percent)
33. Unemployment Rate

INDUSTRY MIX: NON-AGRICULTURAL WAGE AND SALARY EMPLOYMENT (IN THOUSANDS) FOR 8 INDUSTRIES AND THEIR TOTAL AS FOLLOWS:

34. Mining
35. Contract Construction
36. Manufacturing
37. Transportation and Public Utilities
38. Wholesale and Retail Trade
39. Finance, Insurance, and Real Estate
40. Services
41. Government
42. Total

If $p = 2$ (l_2 metric) then the metric reduces to the common Euclidean distance which is familiar from geometry. It can be shown that as p approaches infinity (l_∞ metric) that

$$d(C_x, C_y) = \text{maximum}\ \left(\left| x_1 - y_1 \right|, \left| x_2 - y_2 \right|, \ldots, \left| x_m - y_m \right| \right).$$

Both of these particular proximity measures have value with respect to the clustering of the universe of cities. The Euclidean distance is useful in that all characteristics in the city profile are considered and have an effect on the value of the distance between cities. The l_∞ metric, on the other hand, provides the worst (largest) difference between variables in the city profiles. Weighing the merits of these two metrics, we decided to use the Euclidean distance. Thus, if C_x, C_y, and C_z are three cities in the universe of cities, we consider city C_y to be more similar to city C_x than to city C_z if

$$\left[\sum_{i=1}^{m} (x_i - y_i)^2 \right]^{1/2} < \left[\sum_{i=1}^{m} (z_i - y_i)^2 \right]^{1/2} .$$

After choosing the proximity measure another problem must be dealt with, namely, the noncomparability of the original units in which the city characteristics are measured. For example, suppose unemployment rate and SMSA size were two variables of the city profile used in measuring the similarity between cities. It is obvious that if the raw data were used to compute the distance between cities the contribution made by the SMSA size variable will greatly overshadow that made by the unemployment rate variable because of the location range of the variable itself. To compensate for this effect, all variables are normalized to have zero mean and unit standard deviation. This eliminates the problem of considering large and small differences in calculating the distance measure between the cities.

B.3.3 CORRELATION ANALYSIS

Prior to the development of the cluster analysis itself it was important to determine if the set of environmental characteristics presented in Section B-2 should be reduced because of intercorrelations between the variables.

The result of the analysis of all city characteristics is presented in this paragraph and shows that by considering only variables 26, 30,32, and 33 (shown below) all city characteristics will have been implicitly or explicitly covered.*

(26) percent minority,

(30) consumer buying power,

(32) percent work force less than one year high school,

(33) unemployment rate.

Size of manufacturing employment has also been added to this list because of the importance this characteristic plays in the sampling scheme for employers. Core city has been added because of its dominant correlation with nearly every other variable. In fact, the core city variable is weighted twice as heavily as the others in the distance function for this same reason.

B.3.4 HIERARCHICAL CLUSTERING SCHEME

Using the proximity measure, the potential distances ($\frac{89 \times 88}{2} = 3916$) were computed for the 89 cities. This array of distances is so large that, in general, the underlying pattern may not be apparent from inspection alone. Clustering alogorithms** were thus designed to uncover the structure of such similarity arrays. Some care is needed, however, in trying to implement these algorithms. First, it must be recognized that with any clustering technique the range of clustering can run the gamut from one in which each city is represented as a separate cluster to one in which all 89 cities are combined into a single cluster. The intermediate

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*A summary of the correlation analysis at the 95 percent level is given in Table B-2. The test for determining a simple linear correlation is based on a t- statistic as follows:

$$\text{If } r = \sigma^2_{xy} \;/\; (\sigma^2_x \sigma^2_y)^{1/2} \text{ and}$$

$$t = r\,(n - 2)^{1/2} \;/\; (1 - r^2)^{1/2}$$

where n is the number of cities. then infer a significant correlation between x and y if $|t| > t_{\alpha}$ is an appropriate value from the t- distribution with n-2 degrees of freedom.

** This technique is described in the article "Hierarchical Clustering Schemes," Stephen C. Johnson, Psychometrika, Vol, 32, No. 3, September, 1967.

	5	6	7	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42
5	X	•	X	X	•	•	•	•	•	•	X	X	•	•	•	•	•	•	•	•	•	•	•
6	•	X	•	•	X	•	•	•	X	X	•	X	•	X	X	X	X	X	X	X	X	X	X
7	X	•	X	X	X	•	•	•	X	X	X	X	•	•	•	•	X	X	•	•	•	•	X
23	X	•	X	X	X	•	•	X	X	•	X	X	•	X	•	X	X	X	X	•	X	X	X
24	•	X	X	X	X	•	•	•	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X
25	•	•	•	•	•	X	•	•	•	•	•	X	•	•	•	•	•	•	•	•	•	•	•
26	•	•	•	•	•	•	X	X	X	X	•	•	X	•	•	•	•	•	•	•	•	•	•
27	•	•	•	X	•	•	X	X	X	X	•	X	•	X	•	•	•	•	•	•	•	•	•
28	•	X	X	X	X	•	X	X	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X
29	•	X	X	•	X	•	X	X	X	X	•	X	X	•	•	X	X	X	X	X	X	X	X
30	X	•	X	X	•	•	•	•	•	•	X	•	X	•	•	•	•	•	•	•	•	•	•
31	X	X	X	X	X	X	•	X	X	X	•	X	•	•	X	X	X	X	X	X	X	X	X
32	•	•	•	•	X	•	•	•	X	X	X	•	X	•	X	X	•	X	X	X	X	X	X
33	•	X	•	X	X	•	•	X	X	•	•	•	•	X	•	•	X	X	X	•	X	X	X
34	•	X	•	•	X	•	•	•	X	•	•	X	X	•	X	X	X	X	X	X	X	X	X
35	•	X	•	X	X	•	•	•	X	X	•	X	X	•	X	X	X	X	X	X	X	X	X
36	•	X	X	X	X	•	•	•	X	X	•	X	•	X	X	X	X	X	X	X	X	X	X
37	•	X	X	X	X	•	•	•	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X
38	•	X	•	X	X	•	•	•	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X
39	•	X	•	•	X	•	•	•	X	X	•	X	X	•	X	X	X	X	X	X	X	X	X
40	•	X	•	X	X	•	•	•	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X
41	•	X	•	X	X	•	•	•	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X
42	•	X	X	X	X	•	•	•	X	X	•	X	X	X	X	X	X	X	X	X	X	X	X

*See Table B-1 for city characteristic definitions.

TABLE B-2

Indication of City Characteristic Correlation at the 95 Percent Confidence Level*

clusterings between these two extreme cases are those which are usually of interest to researchers.

The primary reason for selecting the Johnson Hierarchical Clustering Scheme is that the intermediate clusterings which are generated have clear and explicit meanings. The method is a recursive procedure that develops hierarchical clusters* and provides a "value" of the clustering at any stage of the procedure. The "value" number is a measure of proximity of the cities within a cluster. Thus, as each level of clustering is passed (the procedure starts with each city representing a separate cluster) the "value" number increases indicating a greater degree of dissimilarity among the cities within a cluster. In fact, the "value" number provides a simple means of visualizing the clusterings: at any stage this number is the diameter of the cluster, i.e., the largest intra-cluster distance as determined by the array of city distances. The Johnson procedure attempts to construct, at each level, clusters so that the cluster diameter is minimized. The algorithm proceeds until all cities are merged into one cluster.

Efficient use of the clustering scheme depends on being able to determine when the merging of clusters should be stopped. This problem is analogous to the problem of knowing when to stop adding explanatory variables to a regression model while performing a multivariate analysis with many independent variables to choose from. There is no concrete rule which can be applied to either of these problems. The answer lies in examining the data and the outcome of the algorithm and applying a critical objectiveness to the decision process.

B.3.5 CLUSTERING RESULTS

Applying the clustering algorithms to the city data led to the construction of the clustering pattern displayed in Table B-3. In choosing a clustering "break point" two opposing factors are considered, namely:

(1) the total number of clusters one wishes to work with, and

(2) the degree of degradation in homogeneity that one is willing to accept (homogeneity is measured by the inter-cluster distance between cities).

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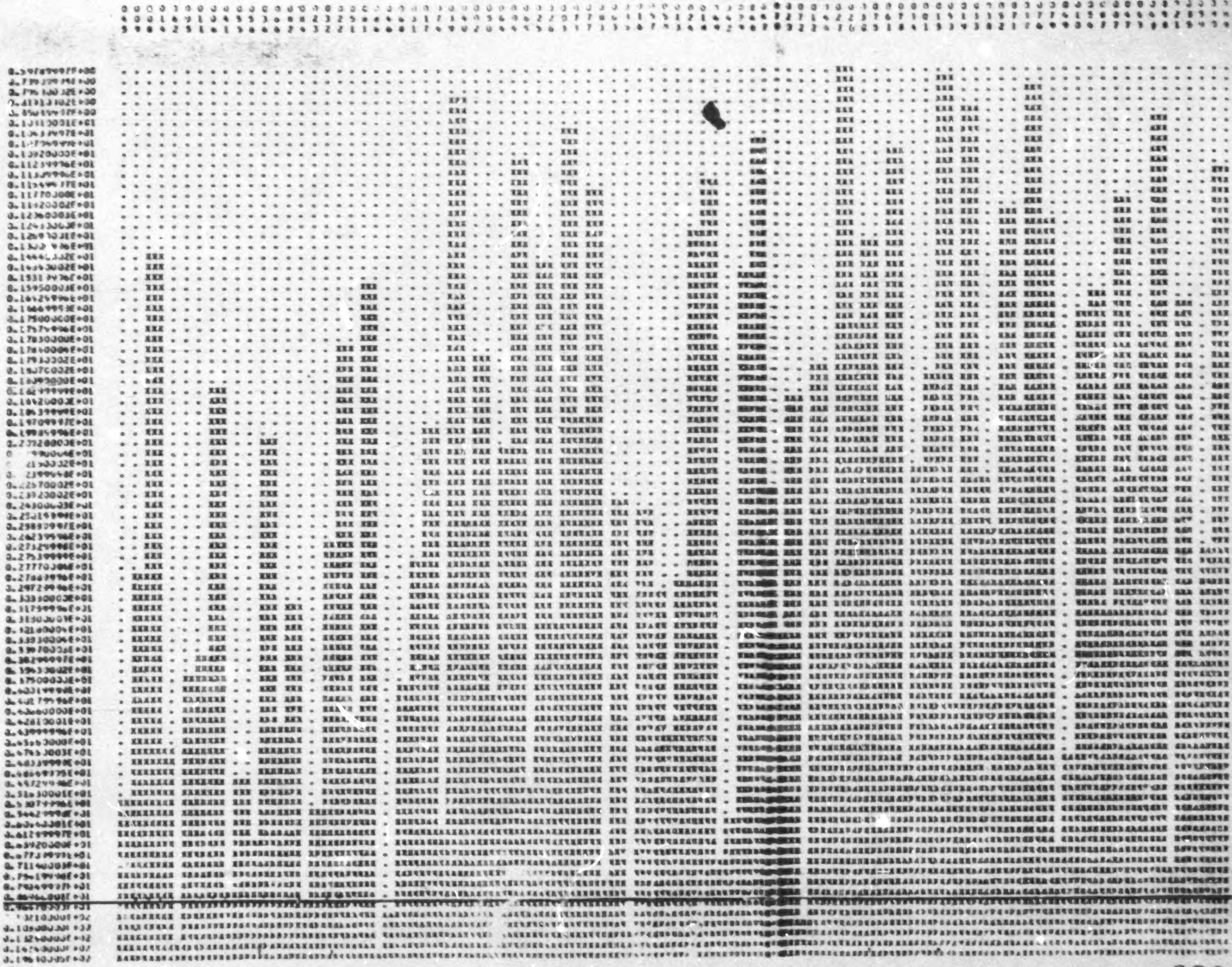
* The term "hierachical" means that to get from one clustering level to another, the clusters at the current level are combined to construct the new clusters in the next level.

TABLE B-5 Graphical Display of [illegible] ter Levels



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Looking at the distribution in Table B-3, an appropriate break is achieved at the level containing six clusters.* At this level there is a manageable number of clusters with which to work; a further reduction in the number of clusters would necessitate accepting an undesirable increase in intra-cluster distance. Table B-4 lists the cities in each cluster along with the characteristic values used in the algorithms.

Each of the six city clusters are described in terms of how each cluster can be categorized with respect to the variables considered.

> Cluster 1 includes five cities which are characterized by low percentage of minority group, high consumer buying power indexes, no core city, low work force with less than one year of high school, high unemployment rate, and high manufacturing employment.
>
> Cluster 2 includes ten cities which are characterized by medium to high percentage of minority group, low consumer buying power indexes, no core city, medium to high work force with less than one year of high school, medium to high unemployment rate, and medium manufacturing employment.
>
> Cluster 3 includes six cities which are characterized by low percentage of minority group, medium consumer buying power indexes, no core city, low to medium work force with less than one year of high school, low unemployment rate, and low manufacturing employment.

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*There are actually seven clusters because Flint, Michigan is in a cluster by itself. We initially recommended that Flint be dropped from the sample, since its high unemployment rate made it unique in our universe of cities. However, DoL project representatives recommended it be included in the closest approximating cluster, cluster IV.

TABLE B-4

City Clusters and Characteristic Values

Cluster Number	Code	City Name	% Minority 26 (1.0)	Consumer Buying Power 30 (1.0)	Core City 31 (2.0)	Work Force < 1 Year High School 32 (1.0)	Unemployment Rate 33 (1.0)	Manufacturing Employment 36 (1.0)
I.	45	Dearborn, MI	0.4	0.074	0.0	23.7	8.8	570.5
	9	Pasadena, CA	20.2	0.078	0.0	17.4	6.6	832.6
	8	Glendale, CA	1.7	0.079	0.0	15.7	6.6	832.6
	14	Torrance, CA	4.0	0.091	0.0	10.3	6.6	832.6
	62	Yonkers, NY	7.1	0.120	0.0	24.9	6.1	726.9
II.	5	Berkeley, CA	32.3	0.065	0.0	12.7	7.6	192.9
	11	San Bernadino, CA	16.3	0.063	0.0	25.2	7.5	55.4
	6	Fremont, CA	3.2	0.054	0.0	15.4	7.6	192.9
	41	Cambridge, MA	8.9	0.058	0.0	21.4	7.4	255.7
	55	Camden, NJ	40.2	0.043	0.0	44.8	6.1	67.9
	56	Elizabeth, NJ	16.4	0.058	0.0	35.8	5.6	255.1
	36	Kansas City, KS	21.1	0.086	0.0	31.3	3.5	114.9
	66	Winston-Salem, NC	34.5	0.076	0.0	30.7	2.3	115.7
	82	Hampton, VA	26.0	0.056	0.0	22.6	2.4	31.5
	84	Portsmouth, VA	40.5	0.047	0.0	33.4	2.8	20.1
III.	23	St. Petersburg, FL	15.0	0.124	0.0	27.5	2.2	58.4
	32	Hammond, IN	4.6	0.055	0.0	27.2	4.9	105.6
	22	Hollywood, FL	4.3	0.067	0.0	26.3	3.0	27.3
	51	Independence, MO	1.0	0.056	0.0	21.7	2.4	0.0
	81	Alexandria, VA	15.1	0.074	0.0	16.0	4.3	47.2
	86	Virginia Beach, VA	10.0	0.080	0.0	16.8	2.8	20.1
	46	Flint, MI	28.6	0.114	1.0	25.3	15.0	56.6
IV.	68	Dayton, OH	30.9	0.122	1.0	31.8	5.2	113.9
	31	Gary, IN	53.3	0.082	1.0	33.3	4.9	105.6
	17	Hartford, CT	29.2	0.083	1.0	38.3	5.1	89.0
	74	Chattanooga, TN	36.0	0.080	1.0	35.7	3.2	61.0
	39	Baton Rouge, LA	28.2	0.097	1.0	23.8	5.4	21.0
	40	Shreveport, LA	34.4	0.096	1.0	25.5	5.5	25.4
	2	Mobile, AL	35.7	0.090	1.0	28.7	3.9	26.6
	50	Jackson, MS	39.8	0.091	1.0	22.2	2.7	17.0
	64	Greensboro, NC	28.7	0.090	1.0	23.7	2.3	115.7
	4	Little Rock, AR	25.2	0.082	1.0	19.3	2.4	32.0
	65	Raleigh, NC	23.4	0.069	1.0	21.6	2.3	17.3
	25	Macon, GA	37.4	0.066	1.0	34.7	4.3	14.5
	26	Savannah, GA	45.4	0.058	1.0	33.3	3.6	16.2
	3	Montgomery, AL	33.6	0.075	1.0	23.7	3.0	14.8
	73	Columbia, SC	30.7	0.072	1.0	27.4	3.3	25.2
	77	Beaumont, TX	30.9	0.058	1.0	26.6	4.0	41.0
	83	Newport News, VA	29.2	0.062	1.0	26.1	2.4	31.5
	63	Charlotte, NC	30.6	0.149	1.0	22.8	1.7	45.2
	85	Richmond, VA	42.4	0.144	1.0	32.2	1.8	53.2
V.	16	Bridgeport, CT	17.3	0.069	1.0	30.7	7.3	62.9
	57	Paterson, NJ	28.3	0.063	1.0	46.5	8.3	71.1
	58	Trenton, NJ	38.5	0.048	1.0	40.3	7.0	38.3
	13	Stockton, CA	20.5	0.062	1.0	29.6	8.5	18.1
	24	Columbus, GA	26.7	0.075	1.0	30.5	4.8	21.0
	18	New Haven, CT	27.4	0.070	1.0	32.5	6.1	41.9
	69	Youngstown, OH	25.8	0.065	1.0	32.7	5.0	91.8
	42	New Bedford, MA	4.3	0.044	1.0	53.1	7.2	25.8
	29	Evansville, IN	7.5	0.070	1.0	30.2	4.2	40.2
	60	Albany, NY	14.9	0.062	1.0	27.7	4.8	66.6
	67	Canton, OH	12.8	0.060	1.0	31.6	3.8	60.3
	70	Allentown, PA	2.1	0.062	1.0	31.7	3.1	114.2
	20	Waterbury, CT	10.5	0.055	1.0	37.4	5.9	37.9
	72	Scranton, PA	1.0	0.053	1.0	31.8	5.3	30.2

TABLE B-4 (Continued)

Cluster Number	Code	City Name	% Minority 26 (1.0)	Consumer Buying Power 30 (1.0)	Core City 31 (2.0)	Work Force < 1 Year High School 32 (1.0)	Unemployment Rate 33 (1.0)	Manufacturing Employment 36 (1.0)
VI.	12	Santa Ana, CA	7.0	0.086	1.0	23.7	5.6	148.1
	44	Worcester, MA	2.3	0.089	1.0	29.2	5.8	44.9
	27	Peoria, IL	12.0	0.084	1.0	26.4	3.2	49.2
	26	Rockford, IL	8.6	0.084	1.0	26.4	3.8	54.9
	30	Ft. Wayne, IN	11.1	0.100	1.0	24.6	3.5	62.5
	75	Knoxville, TN	13.0	0.097	1.0	30.0	3.0	50.7
	61	Syracuse, NY	12.0	0.096	1.0	27.5	4.8	61.2
	78	Corpus Christi, TX	6.3	0.095	1.0	29.5	4.7	11.5
	34	Cedar Rapids, IA	2.0	0.065	1.0	16.7	2.4	25.9
	1	Huntsville, AL	12.5	0.079	1.0	17.2	4.0	23.7
	15	Colorado Springs, CO	6.4	0.081	1.0	14.3	3.6	0.0
	53	Lincoln, NB	2.3	0.091	1.0	14.2	2.9	13.8
	19	Stamford, CT	13.0	0.071	1.0	22.1	4.8	29.2
	33	South Band, IN	14.7	0.067	1.0	25.6	4.9	32.9
	38	Lexington, KY	17.4	0.064	1.0	25.1	2.2	18.6
	52	Springfield, MO	2.3	0.063	1.0	23.8	3.2	19.7
	71	Erie, PA	6.8	0.063	1.0	23.3	4.6	47.1
	37	Topeka, KS	9.6	0.072	1.0	19.9	3.7	10.8
	76	Amarillo, TX	6.0	0.070	1.0	19.2	3.0	6.8
	79	Lubbock, TX	8.0	0.073	1.0	23.9	2.5	11.3
	49	Duluth, MN	1.7	0.050	1.0	22.9	9.0	19.7
	10	Riverside, CA	6.9	0.078	1.0	15.7	7.5	55.4
	54	Las Vegas, NV	12.6	0.094	1.0	14.6	7.2	4.9
	87	Spokane, WA	3.0	0.091	1.0	19.5	7.4	14.0
	7	Fresno, CA	13.3	0.098	1.0	23.6	7.5	19.8
	47	Grand Rapids, MI	12.0	0.103	1.0	25.0	8.2	77.3
	43	Springfield, MA	13.0	0.081	1.0	25.6	6.9	62.7
	48	Lansing, MI	10.1	0.084	1.0	21.3	7.2	19.7
	86	Tacoma, WA	9.2	0.082	1.0	22.9	8.7	19.5
	21	Fort Lauderdale, FL	14.8	0.128	1.0	21.0	3.0	27.3
	35	Des Moines, IA	6.2	0.120	1.0	16.6	2.9	26.8
	59	Albuquerque, NM	4.3	0.138	1.0	15.7	5.9	15.1
	80	Salt Lake City, UT	3.2	0.103	1.0	17.4	5.1	43.5
	89	Madison, WI	2.8	0.101	1.0	14.7	4.0	16.8

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Cluster 4 includes nineteen cities which are characterized by high percentage of minority group, high consumer buying power indexes, a core city, medium to high work force with less than one year of high school, low unemployment rate, and low manufacturing employment.

Cluster 5 includes fourteen cities which are characterized by low to medium percentage of minority group, low consumer buying indexes, a core city, high work force with less than one year of high school, medium to high unemployment, and low manufacturing employment.

Cluster 6 includes thirty-four cities which are characterized by low percentage of minority group, high consumer buying power indexes, a core city, low to medium work force with less than one year of high school, medium to high unemployment rate, and low manufacturing employment.

Table B-5 is a summary of the average city characteristic by cluster.

TABLE B-5

Average of Determining Characteristics by Cluster

Cluster	No. of Cities	Percent Minority	Consumer Buying Power	Core City	Work Force < 1 Year High School	Unemployment Rate	Manufacturing Employment*
I.	5	6.7	.088	No	18.4	6.9	759
II.	10	23.9	.061	No	27.3	5.3	130
III.	6	8.3	.076	No	22.6	3.3	43
IV.	19	34.0	.088	Yes	27.9	3.5	46
V.	14	16.8	.061	Yes	35.4	6.0	51
VI.	34	8.4	.088	Yes	21.7	5.6	34

*Thousands (For SMSA)

Distributing the 20 cities over the clusters, in proportion to the number of cities in each, results in the following sampling numbers: I, 1; II,2; III,2; IV, 4; V, 3; and VI, 8. To be able to have alternative office models within each stratum, we decided to deviate from a pure proportional sampling scheme and to select two cities from Stratum I and seven cities from Stratum VI.

B.3.6 SELECTION BY OFFICE TYPES WITHIN STRATA

Having arrived at strata which were reasonably homogeneous with respect to environmental conditions, the next step was to ensure a distribution of office types within each stratum. As shown in Table set B-3, there was considerable variation in activity levels by city and in the relative distribution of counseling, testing, training and related services as well as direct employer contact services, such as job development. Again, there was an unwieldy number of incompatable variables from which to develop some reasonably systematic office typologies. This time, however, the choice of variables was not based on a formal correlation analyses or on a clustering of characteristics. Rather, a simple examination of the factors (intake, minority intake, number of counseling and related administrative services, number of referrals to training, number of training completions, number of job development contacts, number of placements from job development, number of placements after counseling, number of referrals, number of placements and number of agricultural placements) resulted in the selection of three simple ratios to serve as proxies for some measure of the relative degree of job applicant and employer services: ratio of job development contacts to total intake, ratio of number of placements (overall) to intake, and ratio of number of counseling, testing, and related services to total intake.*

The ratios for each city (Table B-6) were arrayed within each stratum, and an average value computed for each ratio within each stratum. The difference between each ratio and the average (Deviations from the Average, Table D-6) was computed, and a score given to each city according to its distance from the average according to the following rules: First, the cluster was divided into thirds. Then, the lowest one-third of each cluster was constituted by the one-third of the cities whose deviation from average for each service ratio had the lowest absolute value. This one-third of the cities received

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*More sophisticated typologies could have been developed, but since the purpose was to select only a few offices (in most cases just two) from each stratum, an overly complex typology did not seem to be called for.

TABLE B-6 RANKING OF CITIES WITHIN CLUSTERS BASED ON SERVICE CHARACTERISTICS

City No.	Service Ratios JD Contacts to Tot. Intake (R_1)	Placements to Tot. Intake (R_2)	Tech. Services to Tot. Intake (R_3)	Deviation From Average* R_1	R_2	R_3	Score R_1	R_2	R_3	Total Score	Re
45	.005	.048	.024	-.014	-.066	.018	-1	-2	0	-3	5
09	.040	.098	.039	+.021	-.016	-.003	+2	0	0	+2	2
08	.004	.147	.016	-.015	.033	-.026	-2	1	-1	-2	3
14	.020	.115	.016	+.001	.001	-.026	0	0	-2	-2	4
62	.027	.162	.113	+.008	.048	.071	0	+2	+2	+4	1
Avg.	.019	.114	.042								
05	.014	.077	.055	-.024	-.040	.023	-1	-1	0	-2	7
1[illegible]	.019	.106	.073	-.019	-.004	[illegible]	-1	0	0	-1	5
06	.004	.139	.009	-.034	.029	-.069	-2	1	-2	-3	9
41	.051	.048	.064	.013	-.062	-.014	0	-2	0	-2	8
55	.046	.113	.046	.008	.003	-.032	0	0	-1	-1	6
56	.008	.063	.044	-.030	-.047	-.034	-2	-2	-1	-5	10
36	.042	.130	.137	.004	.020	.059	0	0	2	+2	2
66	.152	.132	.141	.114	.022	.063	1	1	2	+4	1
82	---	---	---	---	---	---	--	--	--	0	4
84	.008	.179	.132	-.030	.069	.054	-2	2	1	+1	3
Avg.	.038	.110	.078								
23	.074	.182	.116	.033	-.011	.030	1	0	1	+2	2
32	.012	.147	.061	-.029	-.046	-.025	0	-2	0	-2	5
22	.124	.223	.111	.083	.030	.025	2	1	1	+4	1
81	.034	.219	.0001	-.007	.026	-.086	0	0	-2	-2	6
51	.002	.151	.142	-.039	-.042	.056	-1	-1	2	0	3
86	.000	.238	.087	-.041	.045	.001	-2	2	0	0	4
Avg.	.041	.193	.086								
46	.025	.067	.030	-.035	-.094	-.100	-1	-2	-2	-5	19
68	.041	.080	.172	-.019	-.081	.042	0	-2	1	-1	11
31	.043	.104	.053	-.021	-.057	-.077	-1	-2	-2	-5	20
17	.022	.155	.046	-.038	-.006	-.084	-2	0	-2	-4	16
74	.050	.125	.118	-.010	-.036	-.012	0	-1	0	-1	12
39	.025	.107	.103	-.035	-.054	-.027	-1	-2	-1	-4	17
40	.024	.183	.097	-.036	.022	-.033	-1	1	-1	-1	13
02	.080	.127	.119	.020	-.034	-.011	0	-1	0	-1	14
50	.164	.258	.362	.104	.097	.232	2	2	2	6	1
64	.167	.180	.148	.107	.019	.018	2	1	0	3	2
04	.053	.255	.073	-.007	.094	-.057	0	2	-2	0	8
65	.132	.156	.166	.072	-.005	.036	2	0	1	3	3
25	.013	.150	.069	-.047	-.011	-.061	-2	0	-2	-4	18
26	.049	.144	.116	-.011	-.017	-.014	0	0	0	0	9
03	.024	.143	.104	-.036	-.018	-.026	-1	0	-1	-2	15
73	.031	.205	.181	-.029	.044	.051	-1	1	1	1	4
77	.043	.140	.147	-.017	.021	.017	0	1	0	1	5

* Deviation based on difference between ratio value and average of ratios within cluster.

BLE B-6 RANKING OF CITIES WITHIN CLUSTERS BASED O RVICE CHARACTERISTICS (Continued)

City No.	Service Ratios JD Contacts to Tot. Intake (R_1)	Placements to Tot. Intake (R_2)	Tech. Services to Tot. Intake (R_3)	Deviation from Average* R_1	R_2	R_3	Score R_1	R_2	R_3	Total Score	Ran
83	.029	.281	.179	-.031	.120	.049	-1	1	1	[illegible]	6
63	.156	.160	.105	.096	-.001	-.025	2	0	-1	1	7
85	.027	.195	.118	-.033	.034	-.012	-1	1	0	0	10
Avg.	.060	.161	.130								
76	.016	.088	.067	-.035	-.079	-.034	-1	-2	-2	-5	14
57	.085	.102	.073	.034	-.057	-.028	1	-1	-1	-1	8
58	.037	.124	.133	-.014	-.035	.032	0	-1	1	0	6
13	.022	.221	.069	-.029	.062	-.032	-1	1	-1	-1	9
24	.098	.207	.116	.047	.048	+.015	2	1	0	3	2
18	.023	.077	.028	-.028	-.082	-.073	0	-2	-2	-4	13
69	.019	.082	.117	-.032	-.042	.016	-1	-1	0	-2	11
42	.032	.328	.128	-.019	.169	.027	0	2	1	3	2
29	.005	.148	.113	-.046	-.011	.012	-2	0	0	-2	12
60	.091	.168	.147	.040	.009	.046	1	0	2	3	3
67	.014	.109	.139	-.037	-.050	.038	-1	-1	2	0	7
70	.098	.243	.133	.047	.084	.032	2	2	1	5	1
20	.076	.152	.029	.025	-.007	-.072	0	0	-1	-1	10
72	.093	.179	.119	.042	.020	.018	2	0	0	2	5
Avg.	.051	.159	.101								
12	.009	.096	.040	-.027	-.078	-.059	-2	-2	-2	-6	33
44	.039	.121	.100	.003	-.053	.001	0	-1	0	-1	18
27	.026	.186	.097	-.010	.012	-.002	0	0	0	0	[illegible]
28	.024	.140	.105	-.012	-.034	+.006	0	0	0	0	[illegible]
30	.003	.193	.049	-.033	.019	-.050	-2	0	-2	-4	25
75	.028	.135	.093	-.008	-.039	-.006	0	-1	0	-1	19
61	.066	.156	.147	.030	-.018	.048	2	0	1	3	5
78	.020	.157	.109	-.016	-.017	.010	-1	0	0	-1	20
34	.059	.194	.072	.023	.020	-.027	1	0	-1	0	11
01	.011	.163	.147	-.025	-.011	.048	-2	0	-1	-3	23
15	.001	.137	.036	-.035	-.037	-.063	-2	-1	-2	-5	31
53	.039	.218	.157	.003	.044	.058	0	1	2	3	6
19	.047	.125	.029	.011	-.049	-.070	0	-1	-2	-3	24
33	.010	.175	.103	-.026	.001	.004	-2	0	0	-2	22
38	---	---	---	---	---	---	0	0	0	0	12
52	.159	.276	.075	.123	.102	-.024	1	2	-1	2	7
71	.052	.246	.159	.016	.072	.060	1	2	2	5	2
37	.051	.228	.183	.015	.054	.084	0	2	2	4	3
76	.110	.300	.187	.074	.126	.088	2	2	2	6	1
79	.052	.214	.071	.016	.140	-.028	1	2	-1	2	8
49	.049	.138	.111	.013	-.036	.012	0	0	0	0	13
10	.019	.090	.043	-.017	-.084	-.054	-1	-2	-2	-5	32
54	.015	.087	.078	-.021	-.087	-.021	-1	-2	-1	-4	26
87	.009	.133	.066	-.027	-.041	-.033	-2	-1	-1	-4	27
07	.029	.120	.031	-.007	-.054	-.068	-1	-1	-2	-4	28
47	.013	.258	.108	-.023	.084	.009	-2	2	0	0	14

*[illegible] difference between ratio value and average of ratios within cluster.

TABLE B-6 RANKING OF CITIES WITHIN CLUSTERS BASED ON SERVICE CHARACTERISTICS (Continued)

City No.	Service Ratios JD Contacts to Tot. Intake (R_1)	Placements to Tot. Intake (R_2)	Tech. Services to Tot. Intake (R_3)	Deviation from Average* R_1	R_2	R_3	Score R_1	R_2	R_3	Total Score	
43	.045	.123	.120	.009	-.051	.021	0	-1	1	0	1
48	.017	.071	.080	-.019	-.103	-.019	-1	-2	-1	-4	2
88	.015	.215	.114	-.021	.041	.015	-1	1	0	0	1
21	.026	.190	.090	-.010	.016	-.009	0	0	0	0	1
35	.086	.242	.090	.050	.068	-.009	2	2	0	4	
59	.008	.124	.064	-.028	-.050	-.035	-2	-1	-1	-4	3
80	.014	.222	.256	-.022	.048	.157	-1	1	2	2	
89	.023	.166	.059	-.013	-.008	-.040	0	0	-1	-1	2
Avg.	.036	.174	.099								

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* Deviation based on difference between ratio value and average of ratios within cluster.

a score for that service ratio of zero. The second one-third of the cluster was composed of those cities whose deviation from average service ratio had the next to lowest absolute value, and those cities were scored as positive or negative one, depending on the sign of the deviation of that city's service ratio from the average service ratio. The remaining one-third of the cities were scored as positive or negative two, depending on the sign of the deviation of that city's service ratio from the average service ratio, see "score" column, Table B-6. From these scores a total was computed for that city, from the algebraic sum of the three individual service scores. The total ranges was, thus, from -6 to +6. Within each cluster, cities were ranked from highest to lowest in the cluster based on their total score, and a systematic random sampling technique used to select the required number of cities within the cluster. This method of selection within each cluster (i.e., scoring, ranking, and systematic random sampling) assured that from each cluster cities were selected whose ES offices demonstrate a wide spectrum of service ratios.

Cities selected in accordance with the sampling scheme described above, are listed below along with their respective clusters.

Cluster 1 -- Yonkers, N.Y.
Glendale, Calif.

Cluster 2 -- Portsmouth, Va.
Cambridge, Mass.

Cluster 3 -- St. Petersburg, Fla.
Hammond, Ind.

Cluster 4 -- Greensboro, N.C.
Charlotte, N.C.
Chattanooga, Tenn.
Baton Rouge, La.

Cluster 5 -- Columbus, Ga.
Trenton, N.J.
Youngstown, Ohio

Cluster 6 -- Topeka, Kansas
Springfield, Mo.
Lexington, Ky.
Ft. Lauderdale, Fla.
South Bend, Ind.
Spokane, Wash.
Riverside, Calif.

B.4 EMPLOYER SAMPLE

The development of a representative sample of employers who represent the class of all employers in an area and those who have placed orders with the employment service is neither simple nor straightforward. First, there is no simple way to develop a profile of hiring activity in an ES target area. Second, even if such a profile can be developed, the sub-set of activity involving the ES would be too small to yield reliable results except in the case of very large samples, clearly beyond the scope of this study.

With a sample design restricted to 600 employers (approximately 30 per city) a sampling plan had to be developed which would:

(1) Adequately represent all employers in the area who have had hiring activity during the period of interest.*

(2) Include a sufficient number of employers who did place orders with the ES to determine if, and how, this activity differed from the general hiring activity in the area.

Unfortunately, no data base exists which provides information on new hires on a current or comprehensive basis.** Thus, the problem would be to develop a general universe of employers and then to identify which of these employers has had hiring activity within our six month critical period. The most direct way of overcoming this problem would be to separate the sample of general employers from the sample of those known to have used the employment service.

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* Hiring activity is limited to the acquisition of new employees during the six month period from July 1, 1974, to December 31, 1974.

** The DL 1219 Labor Turnover program provides information on new hires, other accessions, and separations on a sample basis for manufacturing industries only. The ES-202 listing of covered employers shows payroll employment totals for each month of the reporting quarter. Since this is a "net" figure, it is impossible to estimate the actual number of accessions and in particular, the number of new hires.

B.4.1 THE SAMPLE OF GENERAL HIRING ACTIVITY

The most comprehensive file of employers in an ES target area is the ES-202 listing. Other directories and data sources are neither as current nor as complete. For example, the Dun and Bradstreet directories of middle market and million dollar firms excludes many of the small firms which may well make up a large percentage of ES activity, while the DL 1219 Labor Turnover program samples manufacturing industries only. In addition, certain information useful in structuring the sample of employers can be obtained from the ES 202 listings; particularly the Standard Industrial Code and the size of the firm.

B.4.2 Conceptional Design

With this information it was possible to group establishments by whether they were major-market or minor-market, and whether they were manufacturing or non-manufacturing. These are important considerations in the structuring for the sample for two reasons:

- Major and minor market are nationwide distinctions used to structure ES local office ERR activities. Although the cut-off size will vary from area to area, the priorities associated with ERR visits are associated with the classification of the firms.

- Manufacturing firms are usually fewer in number than non-manufacturing firms in most areas, but generally are larger with more firmly established personnel policies. They are also more likely to be bound by existing labor-management agreements, and may have historically established policies regarding the employment service.

Therefore, to ensure representation of the four classes of employers, the sample was stratified as follows:

Manufacturing Establishments*

-- major-market
-- minor-market

Non-manufacturing Establishments

-- major-market
-- minor-market

B.4.3 The Procedure

The first step was to draw a sample of from 100 to 150 employers which then constituted the working file. This file was stratified into the four classes, and a sample size derived for each cell where possible, proportional to size, but weighted if too low a representation would result for manufacturing or major-market employers. The next step was to systematically sample employers, phoning them to determine if they had recruitment activity during our period of interest. If there had been such activity, the employers were included in the universe and were asked to participate in the study. This was continued until the required sample size was obtained for each cell.** The 18 selected in this manner both constituted the general user sample and provided the source for the majority of new hires, as discussed in paragraph B.5.2.

B.4.4 SAMPLE OF EMPLOYERS KNOWN TO HAVE USED THE ES

To be certain that an adequate number of ES users were obtained, the remaining 12 employers were selected from lists of employers known to have placed orders. Of the three potential sources (the employer relations program files, the monthly job bank purged order summaries, and the local office file of closed an cancelled orders), only the last is suitable for the following reasons:

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* This comprised all firms having the first 2-digits of the SIC code from 19 through 39. Non-manufacturing comprised all other firms except those falling into codes 01-07 and 91-99: government, agricultural, and nonclassifiable industries.

** If an employer refuses, the systematic sample would still continue until the desired number is achieved. The number of refusals will be maintained for a subsequent bias analysis. Hopefully the percentage of refusals will be low, see Section Five.

- The employer relations program files are oriented towards controlling and providing information on employer visits. They lack information on orders taken exclusive of such visits.
- The job bank purged order summary file is not readily usable because it is organized by DOT order and code number, rather than by employer, requiring extensive editing on a month to month basis.
- The closed and cancelled order file, however, lists orders alphabetically by employer name and comprises all employers who have placed orders over our period of interest.

The sampling procedures themselves were quite straightforward. First, a working file of 50 to 100 establishments was selected on a systematic, random basis. It was structured by manufacturing/non-manufacturing and major-market/minor-market establishments. As was the case for general employers, the total number was determined and a systematic sample taken until the desired number was reached. The number refusing to participate was again maintained for bias estimates. This sample provided information on employers known to have used the ES as well as a second source for the general employee sample.

B.5 THE EMPLOYEE/JOB-SEEKER SAMPLE

The structure of the employee/job-seeker sample again required an adequate representation of users and non-users from a relatively small sample size (2000). In addition, there had to be some link between the search methods of employees and those of employers. To meet these two conditions, the sample of 100 obtained in each city had to be divided into two parts: 60 employees representing general hiring activity in the area, and 40 job seekers known to have used the ES.

B.5.1 THE GENERAL SAMPLE OF EMPLOYEES

To determine the relative role of the ES in all area job accessions, a sample of all search activity is needed. Ideally, a household survey (such as the JFS or CPS) would best represent overall turnover and hiring activity, but this is well beyond the scope of this study.

As an alternative to this approach, we restricted the sample to all search activity which was successful, i.e., resulted in the person being hired by an employer. With this defined as the study universe, it is readily possible to develop a representative sample from the recent hires made by the employers and included in the two samples of employers described earlier since their new hires must be representative of all persons obtaining employment during the critical sample period. Consequently, the method used was as follows:

- First, all employers (both users and non-users of the ES) was asked to provide the names of hires made during the critical period. For the smaller employers (the great majority of the sample) this was a 100 percent listing of hires. For larger employers a representative sample was taken.

- Second, this working file, which ranged from 100 to 200 hires was structured by occupation (the DOT definitions) and age, the two important variables.

- A proportional systematic sample was drawn until the required number was obtained for each stratum. A record was maintained of refusals and non-responses to be used later in the analysis of bias.

B.5.2 THE SAMPLE OF JOB-SEEKERS

The remainder of the sample consisted of job-seekers known to have used the employment service. This sample was developed in a straightforward way from the ES applicant active and inactive file. All persons who had received some service during the six month period of interest were considered in the universe. (The size of the universe was readily estimated from the proportion of applicants falling in our period relative to the overall size of the files.) Approximately 150 ES 511's, or equivalent, were selected and then sorted by occupation, age, and employment status.* A proportional sample was drawn from each cell, with replacements in the event of non-response or refusal, as before, until the desired number had been achieved.

B 6 SUMMARY OF THE SAMPLE DESIGN

The completed sample design consisted of two employer and three employee/job-seeker samples. The two employer samples were planned to contain 360 general employers (18 per city) and 240 employers (12 per city) known to have used the ES. The three employee/job-seeker samples would be formed as follows:

- Approximately 700 employees were to obtained from the recent hires of the general employer sample.**
- Approximately 500 employees were to obtained from the recent hires of employers known to have used the employment service.**
- 800 job-seekers who are known to have used the employment service as a part of their job search were be selected from ES files.

The relationship between the samples is shown in Figure B-2.

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* Employment status can be used to develop a measure of ES productivity as well as to structure the sample.

** The exact number would depend on the level of hiring activity found for the general universe of employers and the universe of employers known to have used the employment service.

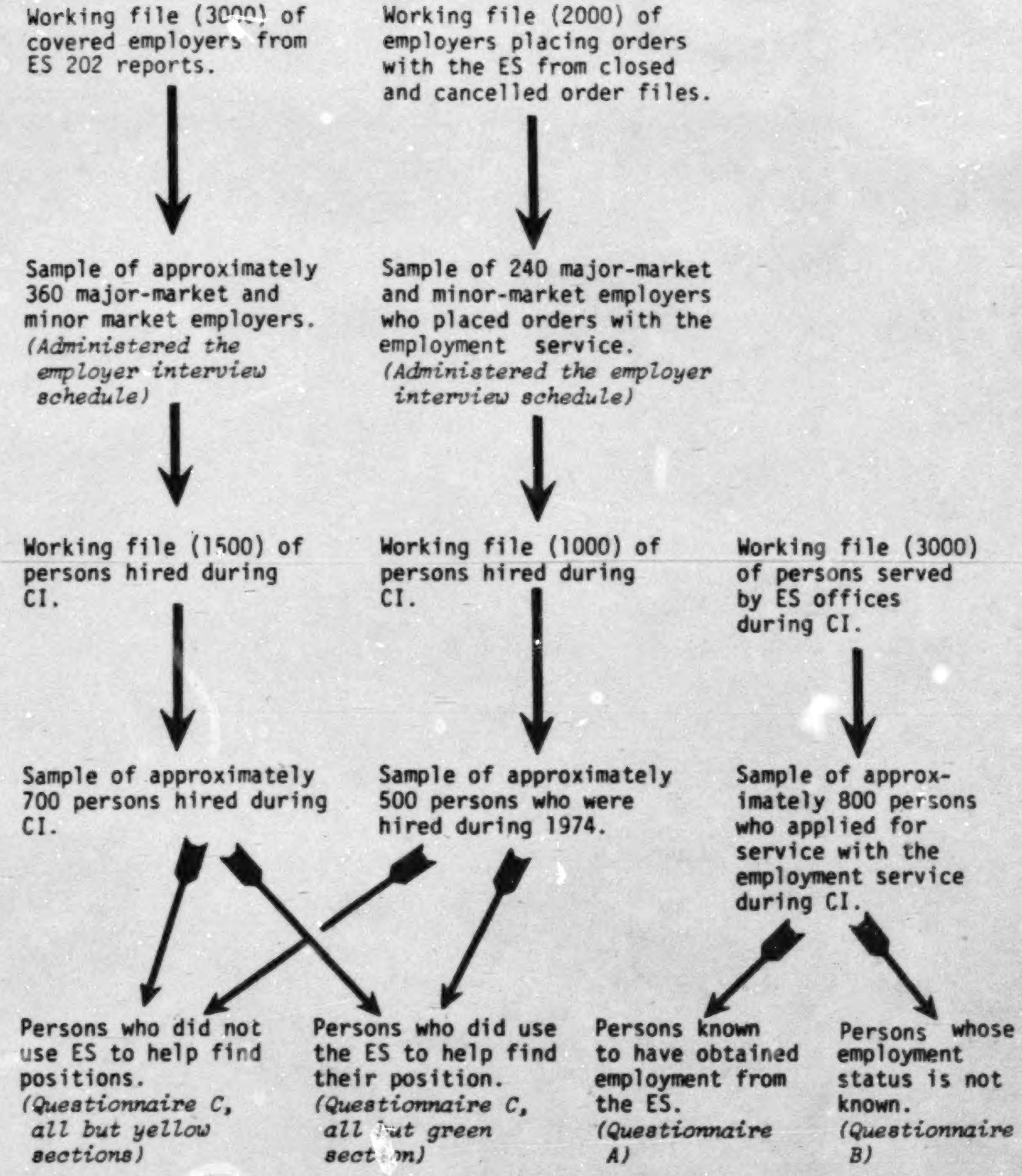
Working file (3000) of covered employers from ES 202 reports.
Working file (2000) of employers placing orders with the ES from closed and cancelled order files.
Sample of approximately 360 major-market and minor market employers. (Administered the employer interview schedule)
Sample of 240 major-market and minor-market employers who placed orders with the employment service. (Administered the employer interview schedule)
Working file (1500) of persons hired during CI.
Working file (1000) of persons hired during CI.
Working file (3000) of persons served by ES offices during CI.
Sample of approximately 700 persons hired during CI.
Sample of approximately 500 persons who were hired during 1974.
Sample of approximately 800 persons who applied for service with the employment service during CI.
Persons who did not use ES to help find positions. (Questionnaire C, all but yellow sections)
Persons who did use the ES to help find their position. (Questionnaire C, all but green section)
Persons known to have obtained employment from the ES. (Questionnaire A)
Persons whose employment status is not known. (Questionnaire B)

FIGURE B-2: Structure of Sample Frame For Critical Incident (CI) Survey

B.7 THE DATA COLLECTION INSTRUMENTS

The development of the five study instruments followed from an analysis of all study objectives (Table B-7). By means of simple structural relationship between the research objectives and information to be obtained (through a device called a data matrix) the following broad areas of information were found to be needed:

INFORMATION FROM JOB SEEKERS AND EMPLOYEES

- General background information.
- Search methods employed.
- Opinions about the ES for those using it during CI.
- General usage of the ES and opinions about it.
- Attitudes and opinions about ES, stated as true/false categories.
- Reasons for non-use for those not including ES in search methods.

INFORMATION FROM AND ABOUT EMPLOYERS

- General company profile, e.g., size, business area.
- General hiring practices.
- Specific employee search methods used during critical incident.
- Use of private employment agencies.
- Use of ES for those including it in employee search during CI.
- General employment service usage.
- Reasons for non-use for those not using it during CI, but using it at other times.
- Reasons for non-use for those not using ES at all.

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TABLE B-7:

STUDY OBJECTIVES DEFINED AS RESEARCH AREAS

Empirical Research Information To Be Obtained

I. What are characteristics of (job-seekers) users and non-users of ES?

   A. Demographics (age, sex, race, etc.)

   B. Work Background (length in labor force, time unemployed...)

   C. Residence (relative to ES office, to employers...)

   D. Work Association (unions, professional organizations...)

II. What were job search patterns of users and non-users?

   A. Methods used to look for (obtain) employment

   B. Reasons for use

   C. Experience with methods

   D. Desires from methods

III. What role does ES play?

   A. Specific reasons for use as part of pattern

   B. Experiences of users

   C. Expectations of users

   D. Reasons for non-use (previous experience, standard hiring procedures, etc.)

TABLE B-7 (Continued)

IV. What are characteristics of (employer) users and non-users?

- A. Industry, size, single plant or branch, etc.
- B. Occupations (occupational area, number, etc.)
- C. Membership in business organizations

V. What were search methods used?

- A. Specific methods for search by category
- B. Extent to which method is a function of category, employer, applicant desired, other?
- C. Successful methods
- D. Extent to which ES (or private agency) is used for employees
  1. Reason for use
  2. Specific desires
  3. Experiences and attitudes
  4. Degree of correspondence with general search policy
  5. Specific attitudes about ES services or experiences

VI. What are general attitudes about ES and services (and agencies in general)?

- A. Users of ES on specific searches
  1. Previous users
  2. New users
- B. Non-Users of ES
  1. Previous knowledge
  2. Attitudes of those basing perceptions on image

TABLE B-7 (Continued)

VII. What are the characteristics of the ES offices and services?

- A. Physical characteristics (# of offices, appearance, size...)
- B. Service Orientation
- C. Relationship to employers or industrial groups
- D. Relationship to employees (job seekers or groups)
- E. Detailed labor exchange profile

VIII. Characteristics of Area

- A. General environmental characteristics
- B. Labor market characteristics

Derived Research Information From Categories I to VIII

IX. To what are differences between (job-seekers) users and non-users attributable?

- A. Demographics, work history, etc.
- B. Particular job or skill areas
- C. Experience with ES or search methods
- D. Patterns of association or formal search requirements
- E. ES characteristics
- F. Area of labor market

X. To what are differences (employers) between users and non-users attributable?

- A. Company or occupational characteristics
- B. Required search patterns
- C. Area or labor market
- D. Experience with search methods
- E. Characteristics of ES

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TABLE B-7 (Continued)

XI. To what are characteristics of ES attributable?

A. Planning (response to specific employer/employee needs)

B. Constraints (civil service, budget)

C. Area characteristics (environment, labor market, industries)

INFORMATION ABOUT ES OFFICE AND ENVIRONMENT

- Physical Environment, including office location, layout, relationships to employers, etc.
- Staffing
- Job seeker services and service orientation
- Employer oriented services and orientation.
- Characteristics of the area.

B.7.1 THE INSTRUMENTS

The five instruments required to obtain the information described in the preceding paragraph were: The Employer Interview Schedule, the Employee Interview Schedule for those obtained from the ES files known to have been placed by ES, Questionnaire A, the Employee Interview Schedule for those whose outcome from the ES is not known, Questionnaire B, the Employee Interview Schedule for those obtained from Employers, Questionnaire C and the outline of topics to be reviewed in the ES offices. Brief explanations of the instruments are presented below.

B.7.1.1 THE EMPLOYER INTERVIEWER SCHEDULE

As will be discussed in paragraph B-8 this schedule was designed so that it could be used directly in the interview or could be completed from notes subsequent to the interview. The schedule contains eight major sections described below:

A. Company profile which obtained general information about the size and nature of the establishment. A few items (e.g., major market/ minor market) were completed from records prior to the interview.

B. Company Hiring Policy which covered the general hiring policy of the company, including: presence of personnel department, automony in hiring for multiple establishment firms, and restrictions in hiring procedures due to contract commitments, etc.

C. The Critical Incident which covered in detail those occupations in which hires were made during the last year. This section of the schedule had a companion recording form which was -- unlike the rest of the schedule -- always used during the interview. For each employer, it obtained formation about the occupational categories in which hires were made (number of openings, nature of recruitment, salary range, principal criteria for selecting employees, search method used, reason method was used, and details about the experience with each method).

D. Use of Private Employment Agencies which determined why employers used private agencies and identifies specific services received similar to or different from those available from the state employment service.

E. The State Employment Service Section which provided detailed information about the experiences with the employment service of those employers who used it.

F. General Employment Service Usage which determined if employers used the employment service at times other than during the critical incident.

G. A Non-ES Users Section which was completed for employers who did not make use of the ES during the criticial incident, but who had other experiences with it. It obtained information about the nature of the experience and the reason the ES was not used during the critical incident.

H. A Non-ES Users Section which was completed for employers who had not made use of the ES. It determined why the ES was not used, concentrating on its potential role considering employer hiring methods.

B.7.1.2 THE EMPLOYEE QUESTIONNAIRES

The employee questionnaires exist in three forms, one for each sample group, the principal difference being simply in the introduction because:

- For those persons selected from employers, the nature of the job obtained will be known but not whether the ES was used to find the job.
- For the sample from the ES office, all persons were known users of the ES, but for some (those whose records do not indicate a placement) it was not possible to tell before the interview if they obtained a job through the job search or not.

These different introductions, based on what was known about the respondent,were color coded to identify each type of questionnaire. In addition, the questionnaires administered to the ES sample did not contain those sections designed to obtain information from respondents who did not used the ES in the employer sample questionnaire. The structure of the questionnaires was:

1. Introduction which was in three forms: one for those selected from employers, one for those selected from the ES files who were known to have obtained employment as a result of their search and one for those whose employment status in unknown. Each questionnaire had a distinct color to the covering pages to minimize confusion.
2. The search methods employed by the respondents. (For those from the ES sample the introduction is different and the "Check with (State ES Name)" question is not asked.

3. The State Employment Service (Identified as a yellow section for the employer sample.) This provided a detailed overview of why the respondent went to the ES, what happened to him, his satisfaction with the service.

4. The General Use ES Section asked only for those in the employer section who did not use the ES during the critical incident. This was the green section. The questions were similar to those asked of ES users except they were somewhat more abbreviated.

5. The ES Opinion Sample provided a list of statements about the ES for which the respondent was asked to state whether he thought they were true or false.

6. A section for Non-Users in the employer sample. The opinion questions in this section correspond to those in the employer sample. They helped determine the degree to which non-use was based on opinion about the ES which could be changed through the dissemination of more accurate information about the service.

7. A general background section containing some demographics and some employment information.

B.7.1.3 THE TOPIC OUTLINE

The topic outline was just that: an outline by category that the researchers were to complete about each office. In use, each major outline section (Physical Environment, Staffing, Job Seeker Services, Employer Oriented Services, Characteristics of Area) simply keyed to note sheets which contain the indicated sub-headings. No further structure was necessary because of the data reduction methods employed.

B.8 CONDUCT OF THE INTERVIEWS

The interviews with employers were personal, open-ended, informal sessions to encourage the employer to be open about his needs and success in finding employees. To this end, the instrument itself did not have to be used in the interview; it was designed as a recording form which could be completed after an interview by the interviewer. The questions were phrased as third person questions directed to the interviewer to remind him of the information he had to obtain during the interview. Neither the actual wording of questions nor the sequence of questions was specified. In fact, the interviewers usually used an abbreviated version of the questions (pre-printed on the side of a note pad) during the actual interview, permitting the session to be more like an informal conversation than a formal interviewer/respondent interview situation. The instrument ensured, however, that all the required information was obtained in a standard way.

Such interviewing can only be successful with highly trained interviewers who are familiar not only with the instruments but also with the intent of the study, general labor exchange systems, and the employment service. For this reason, only professional Camil staff with several years experience in manpower were used for the employer interviews. By limiting the number to 8 to 10 staff, extensive training was provided so that each staff member assigned to the project was completely conversant with all aspects of it. Moreover, the interviewing progress was carefully monitored to ensure consistency of responses, one of the major problems of open-ended interviewing.

The interviews with job seekers and employees was, on the other hand, highly structured, telephone interviews with both the wording of questions and the sequence being specified exactly in the questionnaires. For the job seekers, the data obtained was correspondingly be more structured, designed primarily for a pure statistical analysis of responses. The persons administering the telephone instruments were thoroughly trained in the nature of the instruments and had experience with telephone interviewing, but they were not completely conversant with all aspects of those performing the employer interviews.

B.9 RESULTS FROM THE INTERVIEW - INTERVIEW RESPONSE

In general, the interviews were conducted without major difficulty although a few problems did slow down the progress of both the employer and job finder interviews.

B.9.1 EMPLOYER INTERVIEWS

Arranging for employer interviews proved to be more difficult than anticipated because of the large number of employers who had hired during the last six months of 1974. As shown in Table B-8, a total of 1159 employers had to be contacted in order to obtain finally 596 interviews. Of the 1159 contacts, 340 had done no hiring, 39 were out of business, 154 were unlocated (a presumed out of business) and 31 refused. Most employers were cooperative even though a considerable amount of persuasion sometimes had to be used to obtain the names of newly hired employees. The main reason for this (and for the refusals) was EEOC compliance action being taken against employers by DoL.

B.9.2 THE JOB FINDER INTERVIEWS

Somewhat over 3,000 interviews were attempted with job finders to obtain the final completed total of 1,954. The main problems were the large number of false telephone numbers recorded on ES 511's (and even work applications) and the large number of disconnected telephones. As shown in Table B-9, these two problems accounted for almost all the non-response. Only 59 persons refused, a rate below three percent. Table B-10 shows the number of completed interviews by city.

B.10 RELIABILITY OF SAMPLE PROJECTIONS

The computation of the proportions presented in this report involved a number of computer processing steps after the coded instruments were key-punched and verified. The first step consisted of building a working data base containing all the questionnaire responses and additional variables derived from the questionnaire items. During the second step, the working data base was processed with a file of inflation factors to produce a data base wherein each record had an appropriate factor to inflate the sample data to national levels. After this, the data base was processed to provide weighted estimates of particular proportions. The final step consisted of computing standard errors for a selected subset of proportions presented. These steps are discussed in detail in the following sections.

	EMPLOYER INTERVIEWS COMPLETED	EMPLOYERS THAT HIRED	EMPLOYER INTERVIEW REFUSAL	EMPLOYERS OUT OF BUSINESS	UNLOCATED EMPLOYERS	EMPLOYERS THAT HAD NO HIRING	TOTAL EMPLOYERS NOT INTER-VIEWED	TOTAL EMPLOYERS INTERVIEWED AND NOT INTERVIEWED	RATIO: COMPLETED INTERVIEWS TO ATTEMPTED INTERVIEWS
Yonkers	26	27	4	5	13	29	51	77	34%
Glendale	33	33	1	3	8	17	29	62	53%
Portsmouth	34	34	0	2	9	14	25	59	58%
Cambridge	30	31	1	2	19	42	63	93	32%
St. Petersburg	28	28	1	3	8	14	26	54	52%
Hammond	31	31	1	1	3	10	15	46	67%
Greensboro	26	26	2	0	0	6	8	34	76%
Charlotte	29	29	2	0	5	18	25	54	54%
Chattanooga	30	30	1	2	16	21	39	69	43%
Baton Rouge	26	29	3	1	1	12	17	43	60%
Columbus	30	31	1	1	4	15	21	51	59%
Trenton	29	29	2	0	10	23	35	64	45%
Youngstown	30	30	2	0	0	5	7	37	81%
Topeka	30	30	1	2	4	11	17	47	64%
Springfield	30	31	2	2	10	17	31	61	49%
Lexington	28	28	0	0	3	8	11	39	72%
Ft. Lauderdale	30	36	6	6	17	30	59	89	34%
South Bend	32	33	1	1	11	17	30	62	53%
Spokane	31	31	2	2	3	14	21	52	60%
Riverside	33	33	0	6	10	17	33	66	50%
Total	596	610	31	39	154	340	563	1159	51%

Cambridge 32% to Youngstown 81%

TABLE B-8: EMPLOYER INTERVIEW RESULTS

TABLE B-9: JOB-FINDERS INTERVIEW RESULTS

Attempts	3,101
Complete	1,954
Language	18
Disconnect	245
No contact	135
No R' at number given	501
Refusal	59
Other (out of country, away for 6 months, in jail, etc.)	58
Unpublished number	34
In service, Job Corp., college, etc.	16
"Never been to ES"	5
"Never worked for company"	13
Deceased	4
Terminate	60

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TABLE B-10: JOB-FINDER RESULTS BY CITY

	EMPLOYER	ES
Greensboro	29	49
Trenton	21	40
St. Petersburg	39	34
South Bend	41	41
Charlotte	55	44
Cambridge	65	39
Glendale	53	39
Topeka	66	36
Yonkers	56	40
Ft. Lauderdale	57	43
Hammond	60	41
Lexington	78	42
Baton Rouge	61	40
Youngstown	72	48
Portsmouth	62	40
Springfield	62	41
Spokane	71	41
Chattanooga	60	41
Columbus	64	42
Riverside	61	40
	1133	821

B.10.1 WORKING DATA BASE

To facilitate processing of the questionnaire responses, a multi-file data base was constructed containing all the questionnaire items and some additional derived variables. The specific files that were developed included the following:

- edited and coded files of questionnaires from the ES Job Applicant Sample (ES Users),
- edited and coded file of questionnaires from the Employed Job Seeker Sample (General Job Seekers),
- edited and coded file of questionnaires from the Employer Sample (both ES Users and General ES-202 Employers),
- three specially processed files corresponding to the above files,
- file corresponding to processed responses to the CIP search of the employer questionnaire,
- file corresponding to processed responses to CIP search descriptions of the employer questionnaire.

The first three files were used to construct the remaining files in the above list after which they were not used further. The last five files were used to produce detailed cross-tabulations for analysis and for preparation of most of the summary tables presented throughout this report.

B.10.2 INFLATION FACTORS AND WEIGHTED PROJECTIONS

In order to compute weighted projections of job seeker and employer characteristics, every record (respondent) was appended with a composite inflation factor. The inflation factor computation was based on the sampling procedure that was used and was a function of the probability of selecting a particular city and respondent within the city. More precisely, the probability of selecting a given respondent was computed based on total population figures of the various strata and the sample size selected from the strata. (The reciprocal of this probability is the definition of the inflation factor for that respondent.)

National projections (for the cities with populations between 100,000 and 250,000) were computed by summing the inflation factors of respondents to provide frequency couts for characteristics of interest. The ratio of the weighted frequency counts then gave national estimates of the proportions of these characteristics. The methodology used is explained further in subsequent paragraphs.

B.10.3 SAMPLING ERRORS

Sampling errors were computed for a number of proportions from each of the samples in the study. While it was not practical to compute standard errors for the thousands of proportions developed for the analysis, it was possible to derive sampling error values which were reasonably accurate approximations for various subgroup sizes. The approximate standard errors for estimated proportions are given in Tables B-11 and B-12 for various subgroup sample sizes. The standard error, of course, has a recognized use in estimating the precision of the estimates. The probability is .68 that the difference between the sample estimate and the value obtained by a complete population enumeration is less than one standard error. The probability is about .95 that the difference is less than two times the standard error. Alternatively, the probability is .05 that the difference exceeds two standard errors.

Tables B-11 and B-12 may be used to approximate the standard error for any estimated proportion in this report. To do this, the base (unweighted) sample size used to estimate the proportion is required. These two figures are used to access the appropriate entry in the standard error table either directly or using the linear interpolation. For the interested reader, a complete derivation of these values is presented later.

B.10.4 METHODOLOGY FOR ESTIMATING PROPORTIONS AND STANDARD ERRORS

This section describes the methods used to derive reliability figures for the sample estimates. The variances for a number of proportions that were derived from the survey have been calculated and are presented in Tables B-13 to B-15. These sample variances serve as a basis for the generalized procedure for determining estimates of variance for other proportions presented in the report. Since it is not feasible from a computational point of view to develop sampling errors for every proportion that has been reported, a procedure for estimating sampling errors has been developed which depends only on the estimated proportion and subsample size.

TABLE 2: APPROXIMATE STANDARD ERRORS FOR ESTIMATED PROPORTIONS OF EMPLOYER CHARACTERISTICS

Estimated Proportion	Sample Size					
	100	200	300	400	500	600
.02 or .98	.019	.013	.011	.010	.008	.008
.05 or .95	.029	.021	.017	.014	.013	.012
.10 or .90	.040	.028	.023	.020	.018	.016
.20 or .80	.054	.038	.031	.027	.024	.022
.30 or .70	.062	.044	.036	.031	.028	.025
.40 or .60	.066	.047	.038	.033	.030	.027
.50	.067	.047	.039	.033	.030	.027

TABLE 1: APPROXIMATE STANDARD ERRORS FOR ESTIMATED PROPORTIONS OF JOB SEEKER CHARACTERISTICS

Estimated Proportion	Sample Size											
	100	200	300	400	500	600	700	800	900	1000	1100	1200
.02 or .98	.016	.011	.009	.008	.007	.007	.006	.006	.005	.005	.005	.00
.05 or .95	.026	.018	.015	.013	.012	.011	.010	.009	.009	.008	.008	.00
.10 or .90	.035	.025	.020	.018	.016	.014	.013	.012	.012	.011	.011	.01
.20 or .80	.047	.033	.027	.024	.021	.019	.018	.017	.016	.015	.014	.01
.30 or .70	.054	.038	.031	.027	.024	.022	.020	.019	.018	.017	.016	.01
.40 or .60	.057	.040	.033	.028	.025	.023	.022	.020	.019	.018	.017	.01
.50	.059	.042	.034	.030	.026	.024	.022	.021	.020	.019	.018	.01

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Specifically, all proportions are computed from ratios of the following kind:

for both employer samples and the ES job applicant sample--

$$(1.)\qquad r = \frac{X'}{Y'} = \frac{\sum_{h=1}^{L} \frac{M_h}{m_h} \sum_{i=1}^{m_h} \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} X_{hijk}}{\sum_{h=1}^{L} \frac{M_h}{m_h} \sum_{i=1}^{M_h} \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} Y_{hijk}}$$

(S=4 for employer samples and 9 for the ES job applicant sample), and for the job seeker sample obtained from employers--

$$(2.)\qquad r = \frac{X'}{Y'} = \frac{\sum_{h=1}^{L} \frac{M_h}{m_h} \sum_{i=1}^{M_h} \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} \frac{Q_{hijk}}{q_{hijk}} \sum_{l=1}^{Q_{hijk}} X_{hijkl}}{\sum_{h=1}^{L} \frac{M_h}{m_h} \sum_{i=1}^{M_h} \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} \frac{Q_{hijk}}{q_{hijk}} \sum_{l=1}^{q_{hijk}} Y_{hijkl}}$$

(Here S=4.)

The subscripts are defined as follows:

L = 6, the number of city clusters,

M_h = the number of cities in the h-th cluster,

m_h = the number of cities sampled from the h-th cluster,

S = the number of employer strata in each city (4) or, for the job applicant sample, the number of ES job applicant strata in each city (9),

N_{hij} = the number of employers or ES job applicants in the j-th stratum in the hi-th city,

n_{hij} = the number of employers or ES job applicants sampled from the j-th stratum in the hi-th city,

for equation (2.),

Q_{hijk} = the number of job seekers in the k-th employer in the j-th employer stratum in the hi-th city,

q_{hijk} = the number of job seekers sampled in the k-th employer in the j-th employer stratum in the hi-th city.

The X's and Y'x are binary variables whose values are determined by the characteristics of the sample observations. For example, suppose we wish to compute the proportion of female job applicants who are satisfied with the service they received at their local ES office. The following definitions would be used for each person in our sample.

X = 1 if the applicant is female and satisfied with ES service, 0 otherwise.

Y = 1 if the applicant is female, 0 otherwise.

The corresponding estimate of rel-variance of equation (1.) is given by:

$$(1'.) \quad V_r^2 = \frac{1}{(X')^2} \sum_{h=1} \frac{M_h^2}{m_h} \frac{M_h - m_h}{M_h} s_{1h}^2 +$$

$$\frac{1}{(X'^2)} \sum_{h=1}^{L} \frac{M_h}{m_h} \sum_{i=1}^{M_h} \sum_{j=1}^{S} \frac{N_{hij}^2}{n_{hij}} \frac{N_{hij} - n_{hij}}{N_{hij}} s_{2hij}^2$$

where

$$S^2_{1h} = S^2_{1hx} + r^2 S^2_{1hy} - 2r S_{1hxy}$$

$$S^2_{1hx} = \sum_{i=1}^{m_h} \frac{(X_{hi} - \bar{X}_h)^2}{m_h - 1}$$

(S^2_{1hy} is similar with X's replaced by Y's)

$$S^2_{1hxy} = \sum_{i=1}^{m_h} \frac{(X_{hi} - \bar{X}_h)(Y_{hi} - \bar{Y}_h)}{m_h - 1}$$

and

$$\bar{X}_n = \frac{\sum_{i=1}^{m_h} \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} X_{hijk}}{m_h}$$

$$X_{hi} = \sum_{j=1}^{S} \frac{N_{hij}}{n_{jij}} \sum_{k=1}^{n_{hij}} X_{hijk}$$

($\bar{Y}_h$ and Y_{hi} are similarly defined).

The quantity S^2_{2hij} is defined by

$$S^2_{2hij} = S^2_{2hijx} + r^2 S^2_{2hijy} - 2r S_{2hijxy}$$

$$S^2_{2hijx} = \sum_{k=1}^{n_{hij}} \frac{(X_{hijk} - \bar{\bar{X}}_{hij})^2}{n_{hij} - 1}$$

(S^2_{2hijy} is similar)

$$S_{2hijxy} = \sum_{k=1}^{n_{hij}} \frac{(X_{hijk} - \bar{\bar{X}}_{hij})\ (Y_{hijk} - \bar{\bar{Y}}_{hij})}{n_{hij} - 1}$$

and

$$\bar{\bar{X}}_{hij} = \sum_{k=1}^{n_{hij}} \frac{X_{hijk}}{n_{hij}}\ .$$

($\bar{\bar{Y}}_{hij}$ is similarly defined).

The estimate of rel-variance of equation (2.) is given by:

$$V_r^2 = (1'.) + \frac{1}{(x')^2} \sum_{h=1}^{L} \frac{M_h}{m_h} \sum_{i=1}^{m_h} \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} \frac{Q_{hijk}}{q_{hijk}} \frac{Q_{hijk} - q_{hijk}}{Q_{hijk}} S^2_{3hijk} \tag{2'.}$$

where

$$S^2_{3hijk} = S^2_{3hijkx} + r^2 S^2_{3hijky} + 2S_{3nijkxy}$$

$$S^2_{3hijk} = \sum_{p=1}^{q_{hijk}} \frac{(X_{hijkp} - \bar{\bar{X}}_{hijk})}{q_{nijk} - 1}$$

(S^2_{3hijky} is similar)

$$S_{3hijkxy} = \sum_{p=1}^{q_{hijkp}} \frac{(X_{hijkp} - \bar{\bar{X}}_{hijk})\ (Y_{hijkp} - \bar{\bar{Y}}_{hijk})}{q_{hijk} - 1}$$

and

$$\bar{\bar{X}}_{hijk} = \sum_{p=1}^{q_{hijk}} \frac{X_{hijkp}}{q_{hijk}}$$

($\bar{\bar{Y}}_{hijk}$ is similarly defined).

Although these formulas are complicated, they are tractable. The problem with applying them lies mainly in the fact that in several instances the cell sizes for employers, ES job applicants, and job seekers consists of only one observation. To overcome this constraint we have developed estimates of variances from "ultimate clusters."

The concept of the ultimate variance estimate is a simple one. It consists of subsampling within the primary sampling units (cities) or using all the primary sampling units and identifying the resulting sample by primary units. The entire sample from each primary unit is called an ultimate cluster. The procedure then is to estimate variances ignoring the two, three or more stages of sampling that were performed during the actual sample selection. It should be noted that whenever stratification is put aside in estimating a variance, an unmeasured bias is incurred in the estimate if the stratification has been effective (i.e., reduced the variances of sample estimates), and generally an overestimate of the variance will be derived. Thus, this means we are being more conservative in stating the sampling error of the estimate.

Therefore, using the ultimate cluster approach (where all the primary sampling units in the original sample are used), a simple estimate of the rel-variance of r is

$$(3.) \qquad V_r^2 = \frac{1}{(X')^2} \sum_{h=1}^{L} \frac{M_h^2}{m_h} S_{ch}^2$$

where

$$S_{ch}^2 = S_{chx}^2 + r^2 S_{chy}^2 - 2rS_{chxy}$$

with

$$S_{chx}^2 = \frac{\sum_{i=1}^{m_h} \left(X_{hi} - \frac{\sum_{i=1}^{m_h} X_{hi}}{m_h}\right)^2}{m_h - 1}$$

and

$$X_{hi} = \sum_{j=1}^{S} \frac{N_{hij}}{n_{hij}} \sum_{k=1}^{n_{hij}} X_{hijk}$$

(or the analogous formula for the job seeker sample drawn from employers)

S^2_{chy} is defined similarly, and

$$S_{chxy} = \sum_{i=1}^{m_h} \frac{\left(X_{hi} - \frac{\sum_{i=1}^{m_h} X_{hi}}{m_h}\right)\left(Y_{hi} - \frac{\sum_{i=1}^{m_h} Y_{hi}}{m_h}\right)}{m_h - 1} .$$

The results of applying these formulas (equation (3.)) of rel-variance are given in Tables 13 to 15.

B.10.5 Empirical Derivation of Standard Errors

As stated earlier, the objective is to develop a method for estimating the standard errors of any proportion as a function of sample size and estimated proportion. To begin, using rel-variances in Tables B-13 to B-15, we plot nV^2 versus r, the proportion of characteristics. These graphs are presented in Figures B-3 and B-4. It is not unreasonable to expect V^2_r to be closely related to the sample size, n, and the proportion of a characteristic, r. Intuitively, one would suspect that V^2_r as n increases and r decreases*

The plotted points are examined to determine whether there are any which show a large deviation from the general trend. There did not seem to be any that would cause doubt. The next step was to fit a cruve through the points that would approximate the empirical data.

From the footnote, for simple random sampling,

$$nV^2_r = \left(\frac{1}{r} - 1\right)$$

therefore, a good function to approximate with is

$$nV^2_r = A\left(\frac{1}{r} - 1\right)$$

---

*If the sampling fraction is ignored for simple random sampling,

$$V^2_r = \frac{r(1-r)}{nr^2} = \frac{1}{n}\left(\frac{1}{r} - 1\right)$$

Table B-13: Estimated Proportions, Rel-Variances and Standard Errors Derived from Applicant Sample

Characteristic	Estimated Proportion [Standard Error] (Rel-Variances)	Unweighted X	Unweighted Y
Proportion of ES Applicants who said that the ES was the one method most often used for job search	.139 [.017] (.01578)	112	827
Proportion of ES applicants who are male	.589 [.015] (.0006859)	484	827
Proportion of ES applicants who said they got the service they wanted	.666 [.011] (.0002568)	545	827
Proportion of ES applicants who visited the ES office more than once during job search	.806 [.016] (.0003857)	674	827
Proportion of ES applicants who used an ES counselor	.204 [.016] (.006537)	172	827
Proportion of ES applicants who thought the ES people seemed to understand what kind of work was wanted	.731 [.021] (.0008168)	615	827
Proportion of ES applicants who got referrals to employers	.443 [.036] (.006769)	379	827
Proportion of interviewed referrals who said that the reason they didn't get a job was that employers don't like ES referrals.	.006 [.006] (1.064)	2	205
Proportion of ES applicants who would use the ES again	.820 [.020] (.0005822)	665	827
Proportion of ES applicants who had visited the ES before and thought the service had improved	.130 [.035] (.07066)	20	142

Table B-14: Estimated Proportions, Rel-Variances and Standard Error Derived from the Employed Job Seeker Sample

Characteristic	Estimated Proportion [Standard Errors] (Rel-Variance)	Unweighted X	Unweighted Y
Proportion of job seekers who checked with ES	.292 [.023] (.006412)	381	1187
Proportion of job seekers who checked with a private employment agency	.157 [.017] (.01174)	229	1187
Proportion who said the ES was the one method most often used	.088 [.033] (.1397)	76	1187
Proportion who would not use a private employment agency again	.173 [.017] (.009451)	201	1187
Proportion of job seekers who didn't use ES because they got jobs on their own	.039 [.010] (.06053)	32	370
Proportion of job seekers who didn't use ES and only knew about UI	.323 [.044] (.01853)	107	369
Proportion of job seekers who didn't use ES in the last 3 years or at all, but thought the ES was a good place for people like themselves to find work	.542 [.063] (.01359)	282	507

Table B-15: Estimated Proportions, Rel-Variances and Standard Errors Derived from the Employer Sample

Characteristic	Estimated Proportion [Standard Errors] (Rel-Variances)	Unweighted X	Unweighted Y
Proportion of employers (Job Order sample) with 25 or less employees	.644 [.035] (.002892)	147	249
Proportion of employers (ES-202 sample) with 25 or less employees	.817 [.031] (.001405)	247	342
Proportion of employers (Job Order sample) who have formulated hiring policies for special groups	.149 [.018] (.01400)	46	249
Proportion of employers (ES-202 sample) who have formulated hiring policies for special groups	.067 [.018] (.07477)	32	342
Proportion of employers (Job Order sample) who have used private employment agencies	.204 [.027] (.01774)	49	249
Proportion of employers (ES-202 sample) who have used private employment agencies	.150 [.025] (.02721)	59	342
Proportion of employers (ES-202 sample) who placed an order with the ES	.250 [.022] (.007417)	107	342
Proportion of employers using the ES during the critical incident period who said the ES did'nt provide service desired	.672 [.034] (.002628)	228	337
Proportion of employers using the ES during the critical period and previously who thought service was better than usual	.151 [.040] (.07119)	45	297
Proportion of employers who used the ES at one time, but not during the critical period and who wouldn't use ES again	.240 [.046] (.03601)	18	89
Proportion of employers who had not used the ES for at least 3 years (or not at all) and felt the role of ES is to serve UI	.203 [.048] (.05645)	27	142
Proportion of employers who had not used the ES for at least 3 years (or not at all) and are satisfied with the present hiring method	.941 [.026] (.0007924)	133	142
Proportion of employers who had not used the ES for at least 3 years (or not at all) and who said that an ERR never visited the company	.938 [.019] (.0004267)	127	142

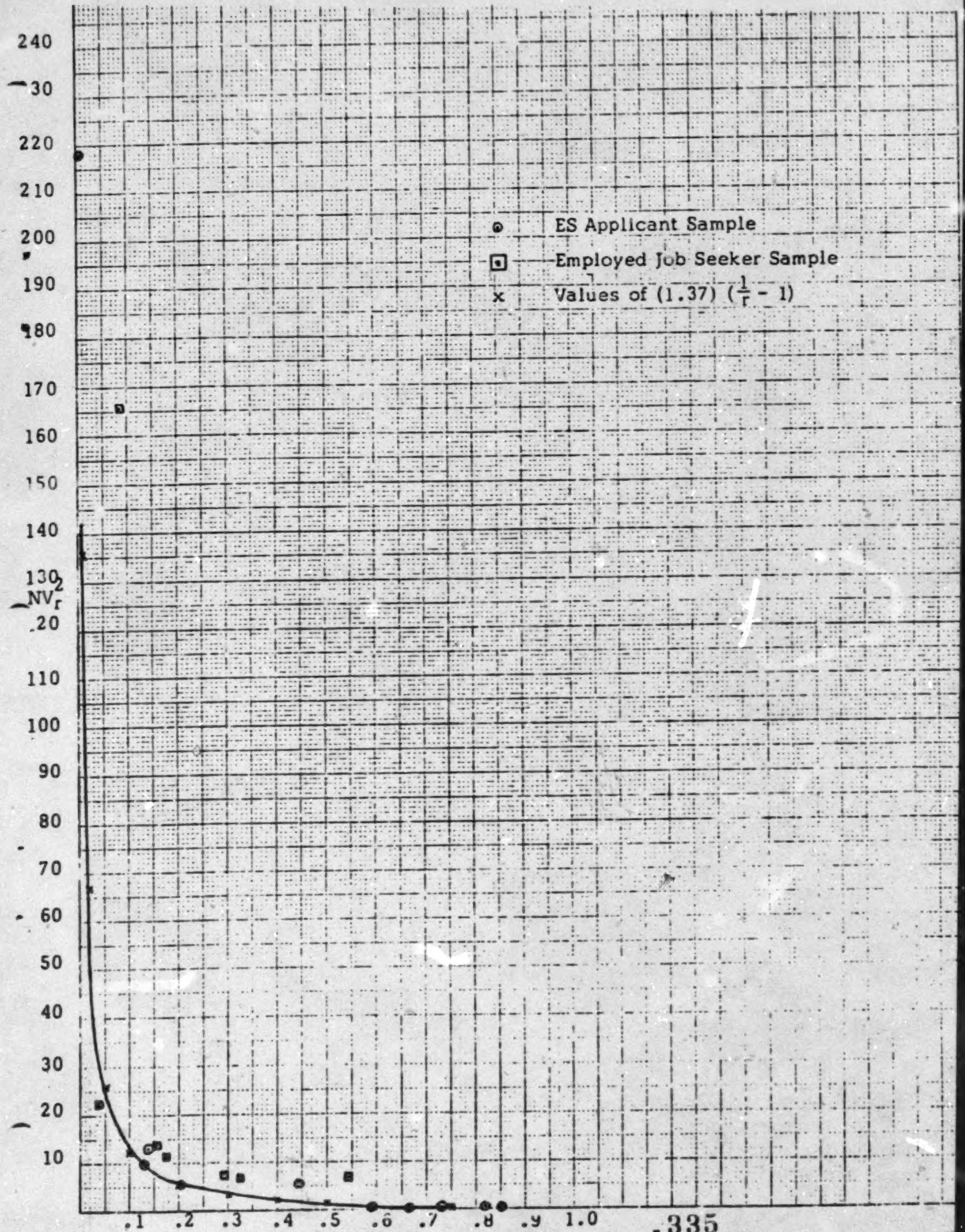

Figure B-3 · Relationship of NV^2 to r for Proportions from Tables B-13 & B-14

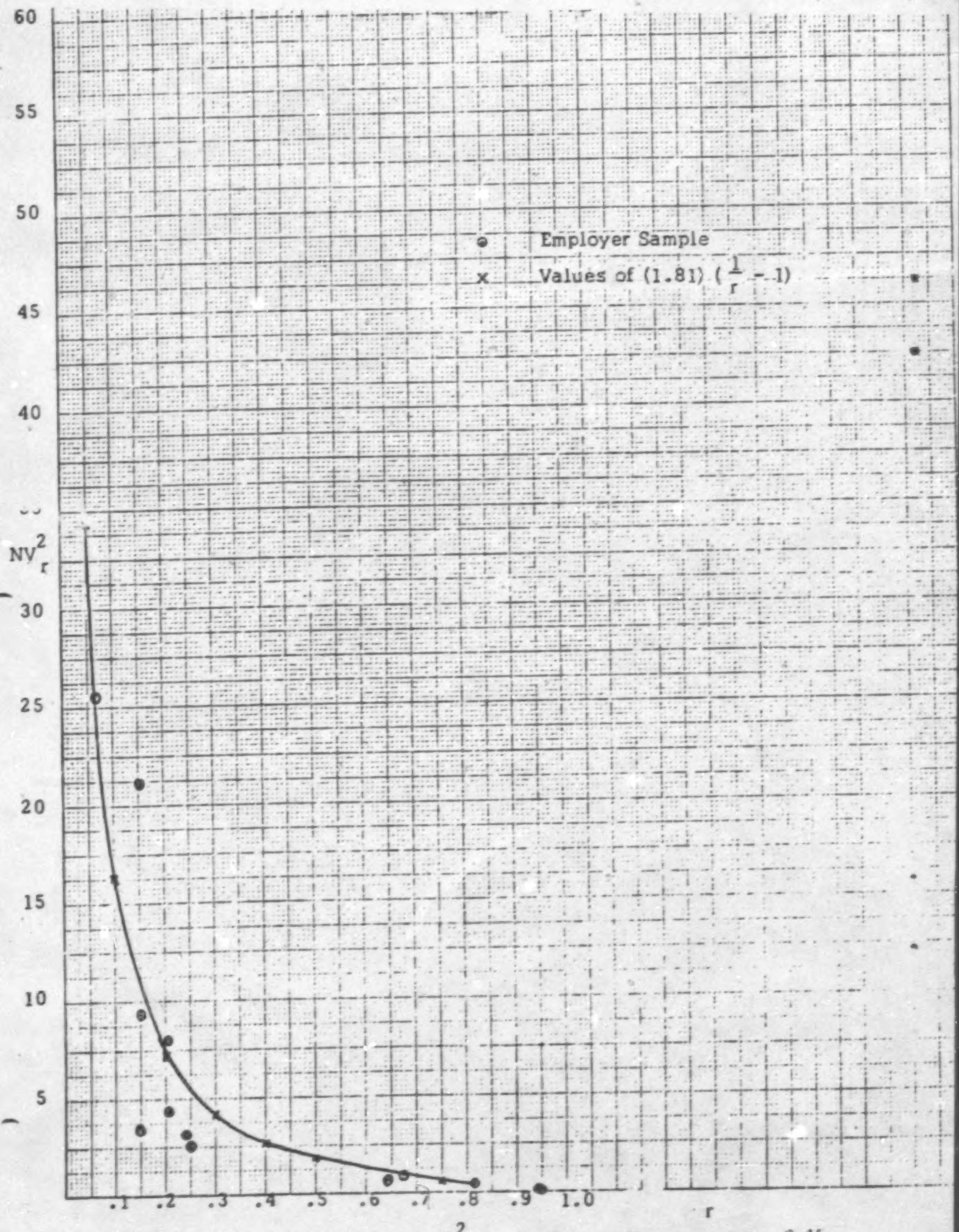

Figure B-4 : Relationship of NV_r^2 to r for Proportions from Table B-15

The least squares estimate of A is given by

$$\hat{A} = \frac{\Sigma(nV_r^2)\left(\frac{1}{r} - 1\right)}{\Sigma\left(\frac{1}{r} - 1\right)^2}$$

where the summation extends over all the rel-variances tabulated in the tables. This computation results in A=1.37 for the job finder sample and A=1.81 for the employer sample and produces the curves given in Figures B-3 and B-4.

B.11 BINARY REGRESSION

Although most of the data presented in the report was in the form of two-way and multiple-way tables, a few simple binary regressions were run to identify the relative contributions of different factors to each of four dependent variables:

- Whether the employment service was used by employers
- Whether the employment service was used by job finders
- The degree to which the employment service satisfied employers
- The degree to which the employment service satisfied job seekers

The type of multiple regression used for the study employed "dummy variables." These allowed the use of regression "predictor" techniques with nominal scale classifications. Each dummy variable told whether a job finder or employer fell within a particular classification by taking a value of 0 or 1 corresponding to no or yes. For example, the regression for employer attitudes used the variables:

x_1 = 1 if 25 to 100 employees, 0 otherwise

x_2 = 1 if 100 or more employees, 0 otherwise

x_3 = 1 if manufacturing (durables), 0 otherwise

x_4 = 1 if wholesale/retail, 0 otherwise

x_5 = 1 if firm has personnel dept., 0 otherwise

x_6 = 1 if has formulated policies for special groups, 0 otherwise

x_7 = 1 if staff size is small, 0 otherwise

x_8 = 1 if office had special employer outreach program, 0 otherwise

x_9 = 1 if expected ES to screen or do some screening, 0 otherwise

x_{10} = 1 if quality of referrals as good as other sources

x_{11} = 1 if ES use during CIP typical, 0 otherwise

x_{12} = 1 if employer will continue to use ES as before, 0 otherwise

The regression equation takes the form

$$y = c + b_1x_1 \ldots\ldots\ldots\ldots\ldots\ldots b_{12}x_{12}$$

where c refers to the value of the reference population, i.e., the population with all variables set to zero.

In the example, the reference population would be employers with under 25 employees, not manufacturing or wholesale/retail, without a personnel department or formulated policies for special groups, in an area with a large office, without programs for special groups. In addition, the employer would not expect the ES to screen, did not think the referrals were as good as from other sources, did not use the ES in the same way as before, and did not intend to use the ES in the same way again.

To interpret the regression, the coefficient "c" for the "0" reference group would be the appraisal of all employers without the variable "1" characteristics. As shown in Figure B-5, the appraisal of this group is -.47975 and it is significant, as shown by the t statistic in the last column.* To determine the value for any group, the value of the "b" for that variable is simply added to the reference group. For example, the x_2 variable (employers with over 100 employees) had a "b" value of .33059. The appraisal of an employer similar to the reference group except for having 100 or more employees would be about -.16. If the employer also received good referrals (x_{10}) the dependent variable would have a value of -.05. Similar combinations can be developed by simply adding whatever combination of variables is desired.

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*The dependent variable takes on the value of 1, 0 and -1 to correspond to a good, neutral, or negative appraisal.

As seen in Figure B-6, the regression runs also provide the actual values for each group, the coefficient of determination (R^2) and other statistical parameters of importance. The value of this kind of analysis is apparent. Many variables can be considered at the same time, and interactive effects easily distinguished.

VAR	BETAS	STD ERROR	EXP(BETA)	T
0	-0.47975D+00	0.14025D+00	0.0	-0.34207D+01
1	-0.41452D-01	0.89060D-01	0.0	-0.46543D+00
2	0.33054D+00	0.15197D+00	0.0	0.21754D+01
3	0.73336D-01	0.10104D+00	0.0	0.72581D+00
4	0.75167D-01	0.87000D-01	0.0	0.86400D+00
5	-0.33233D+00	0.15014D+00	0.0	-0.22134D+01
6	0.56127D-02	0.10149D+00	0.0	0.55303D-01
7	-0.26701D+00	0.76173D-01	0.0	-0.35053D+01
8	-0.26627D+00	0.98160D-01	0.0	-0.27126D+01
9	-0.17708D-01	0.75474D-01	0.0	-0.23462D+00
10	0.10260D+01	0.78140D-01	0.0	0.13130D+02
11	0.16791D+00	0.10821D+00	0.0	0.15517D+01
12	0.11182D+00	0.95047D-01	0.0	0.11765D+01

Figure B-5: Sample Beta's , St. Errors, and t Statistic for Employer Appraisal

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MEAN OF Z   0.26262 VARIANCE OF Z   0.66850 VARIANCE OF REGRESSION   0.38487 R-SQUARED0.42427425
 0.44470D-01-0.40044D-02-0.12417D-01-0.59559D-02-0.85801D-02 0.10420D-01-0.55952D-02-0.73542D-02-0.76371D-02-
-0.93351D-02-0.18021D-01-0.11450D-01
-0.40044D-02 0.29142D-01 0.11394D-01 0.21836D-01 0.26414D-02-0.56103D-02 0.29443D-03 0.10850D-02 0.21086D-02-0
 0.55763D-04-0.15611D-02-0.47861D-02
-0.12417D-01 0.11100D-01 0.57380D-01 0.71982D-02 0.68186D-02-0.49081D-01-0.30339D-02 0.12365D-02 0.45175D-02-0.27687D-03
-0.83872D-03-0.27065D-02 0.61113D-02
-0.54550D-02 0.21836D-01 0.71982D-02 0.25374D-01 0.80210D-02-0.81014D-02 0.10849D-02 0.61057D-03 0.16841D-02-0.40764D-03
-0.24057D-02-0.15584D-03-0.19139D-03
-0.85401D-02 0.26414D-02 0.68186D-02 0.80210D-02 0.14707D-01-0.29733D-02 0.31313D-02 0.20357D-04 0.47750D-03-0.77431D-03
-0.19190D-02-0.10532D-02 0.13295D-02
 0.10420D-01-0.56103D-02-0.49081D-01-0.81014D-02-0.29733D-02 0.56034D-01-0.63654D-02-0.25953D-02-0.74351D-02-0.28877D-02
 0.73740D-03 0.49577D-03-0.70408D-02
-0.55952D-02 0.29443D-03-0.30339D-02 0.10849D-02 0.31313D-02-0.63654D-02 0.25742D-01 0.15134D-02 0.21832D-02 0.13134D-02
 0.14712D-03 0.31073D-03-0.12584D-02
-0.73542D-02 0.10850D-02 0.12365D-02 0.61057D-03 0.20357D-04-0.25953D-02 0.15134D-02 0.14416D-01 0.34703D-02 0.37282D-03
-0.61481D-03-0.14744D-02 0.12670D-02
-0.76371D-02 0.21086D-02 0.45175D-02 0.16841D-02 0.47750D-03-0.74351D-02 0.21832D-02 0.34703D-02 0.23439D-01 0.46301D-03
-0.56157D-03-0.32200D-03 0.85525D-03
-0.62615D-02-0.57660D-04-0.27687D-03-0.40764D-03-0.77431D-03-0.28877D-02 0.13134D-02 0.37282D-03 0.46301D-03 0.14153D-01
-0.16980D-02 0.28680D-03-0.11708D-02
-0.93351D-02 0.55763D-04-0.83874D-03-0.24057D-02-0.19190D-02 0.73740D-03 0.14712D-03-0.61481D-03-0.56157D-03 0.16980D-02
 0.15170D-01 0.17367D-02-0.11480D-02
-0.18021D-01-0.15611D-02-0.27065D-02-0.15584D-03-0.10532D-02 0.49577D-03 0.31073D-03-0.14744D-02-0.32200D-03 0.28680D-03
 0.17367D-02 0.23042D-01-0.72026D-02
-0.11450D-01 0.17641D-02 0.61113D-02-0.19139D-03 0.13295D-02-0.70408D-02-0.12584D-02 0.12670D-02 0.85525D-03-0.11708D-02
-0.11480D-02-0.72026D-02 0.23465D-01
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Figure B-5: R^2 and other Data for Regression on Employer Appraisal